

I. Section 4 – Understanding and Approach to Infrastructure Services

4.5 Infrastructure Understanding and Approach to Transition-In (4E)

5.2.3.5 (RFP #Table 35)

As your current California Statewide Automated Welfare System (CalSAWS) Infrastructure partner, Accenture provides operational continuity and is the lowest-risk option as the Consortium moves into the new Infrastructure services contract. We believe CalSAWS is a Living System and we have planned for incremental transitions leading to transformation of our delivery organization throughout the life of the contract. We understand the Infrastructure Transition-In scope includes:

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

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

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

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

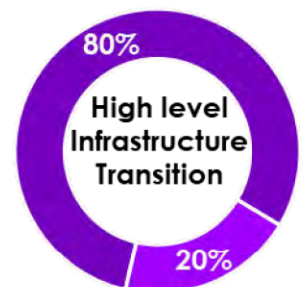
High Availability with Minimal Downtime: A seamless transition period with no impact to county users and uninterrupted services to Californians is required to maintain a highly available system and stay

The Accenture Advantage

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

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

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



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

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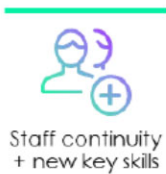
out of the news. The Consortium needs a contractor that is ready on Day 1 and knows your systems and processes to minimize downtime and reduce risk.

Table 4-1 describes the three overarching themes—Acceleration Essentials—of our Transition-In approach for CalSAWS.

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

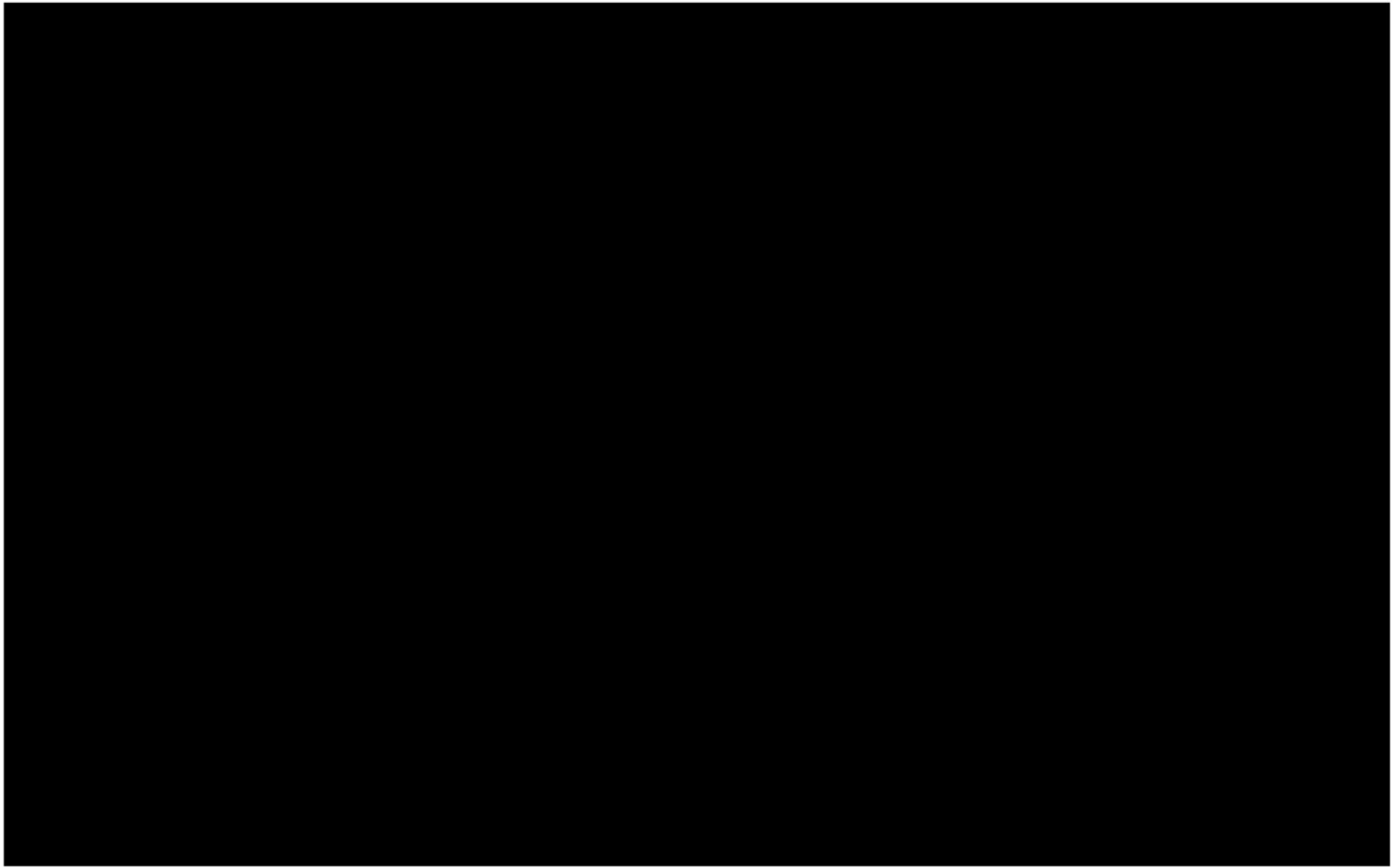
Table 4-1. The Features (what we bring) and the Benefits (what you get) of our Transition-In approach result in a fast, secure, and high-quality transition.

Starting transformation during transition



Because of our history together and unique capabilities with mission-critical technology worldwide, the Accenture team offers a transition no other contractor can. Our experience means we can innovate and transform from the start. On Day 1 of the new contract, CalSAWS infrastructure support will be secure. While we continue to support the same systems as we do today, we will work on meeting your transition requirements within the first 6 months of the contract (to be completed at the end of January 2025). This means that we only need to transition 20 percent of the scope to complete low-risk Transition-In activities for the CalSAWS infrastructure since we already support 80 percent of the scope today. That allows us to dedicate that time to transform and innovate to achieve CalSAWS future vision faster.

We will also offer a framework for the DIO based on our experience with CalSAWS combined with best practices of organizational excellence from across the globe. By selecting Accenture, the Consortium will maintain the stability and momentum of your Infrastructure Operations with the contractor who helped you build today's successful program from the ground up. A smooth transition combined with an established CalSAWS team of experts offers the least risk for the Consortium, as shown in Figure 4-1.



CalSAWS would save time and effort by maintaining our partnership with the timely completion of transition and quickly focusing on accelerating the transformation for CalSAWS. Transformation includes major process changes, tool updates, and innovation initiatives. Transformation drives innovation and business transformation by increasing business agility, increasing automation, and reducing IT complexity.

The unique value offered by parallel Transition and Transformation is championed by our proposed Infrastructure Transition-In Manager (Miguel De Ramas, introduced in Section 4.5.2 Transition Manager Experience) and our Transformation Manager, Sean Swift. They will be dedicated to their specific scope of work while collaborating with the Consortium and M&E contractor on best practices and opportunities.

4.5.1 Past Transition Experience in a Cloud-based Environment

Item # I-UA14

Describe your firm's experience with one or more transitions from one (1) company or contract to another in a cloud-based environment and the corresponding outcomes.
Include the system components and services that were transitioned as well as the transition timeline.
Describe the key best practices you will bring to the CalSAWS engagement as recommendations for the infrastructure transition.

4.5.1.1 Cloud-Based Transition Experience and Outcome

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

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

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

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

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

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

Transition Without Disruption

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

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

Transition Approach and Timeline

In October 2020, Accenture won the Maintenance and Operations (M&O) contract for the HEAplus system. Our responsibilities included transitioning-in and taking over M&O (Application and Infrastructure Operations, Security, and Service Desk) from the incumbent contractor under challenging circumstances. The Arizona transition team was led by Miguel, our proposed Transition-In Manager for CalSAWS introduced in Section 4.5.2 Transition Manager Experience. With very little technical or functional documentation to work with, and unable to access the existing codebase and database from the outgoing contractor, Accenture was limited in the number of knowledge transfer meetings per week with the incumbent. Using our holistic Transition-In methodology and incorporating our Program, People, Process, Technology, and Productivity approach as guideposts, we created a plan (as shown in Figure 4-2) uniquely built with and for Arizona that led to a successful transition of the application and infrastructure in eight months (completed May 2021).



What Our Clients Say...

There were many twists and turns during the transition from the outgoing vendor outside of Accenture's control and they willingly adapted to course corrections.

— Daniel Lippert,
AZ HEAplus, Assistant Director, CIO

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Arizona Transition-in Plan



Figure 4-2. Our transition methodology is field-tested and demonstrates our ability to successfully manage the transition of a large, cloud-based system like HEAplus.

System Components, Services Transitioned, and Outcomes Delivered

Figure 4-3 describes the system components and services transitioned and the outcomes we achieved.

Arizona Transition Outcomes

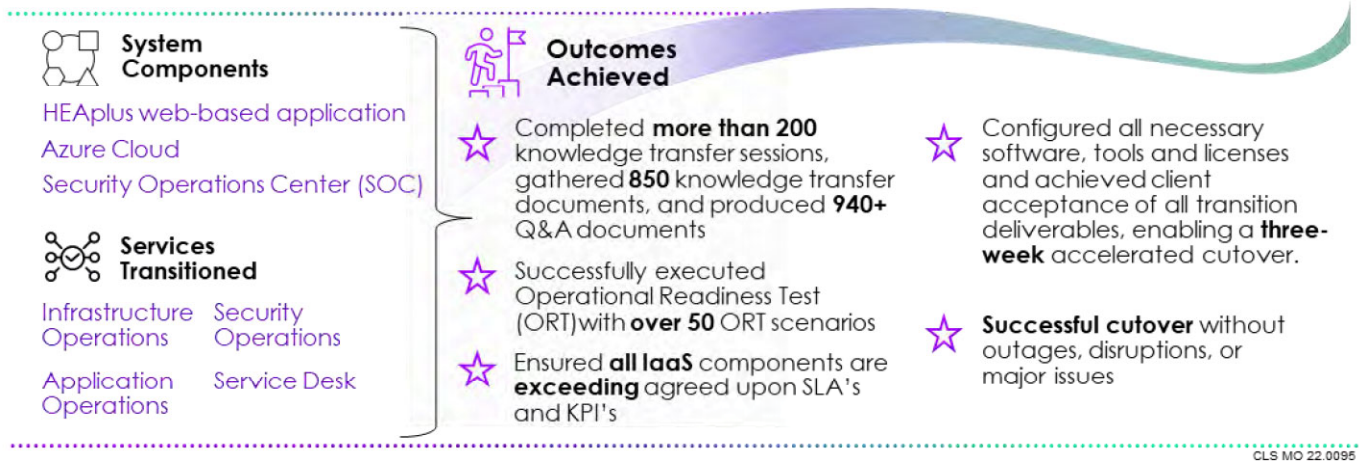


Figure 4-3. We bring a track record of transitioning large-scale, cloud-based systems with high quality.

Centers for Medicare and Medicaid Services (CMS), HealthCare.gov (AWS Cloud)

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

Transition Approach and Timeline

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



What Our Clients Say...

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

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

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

expectations. This transition included a full transition workplan and the onboarding and transition of more than 500 resources. This contract is ongoing through 2027.

HealthCare.gov Transition Plan

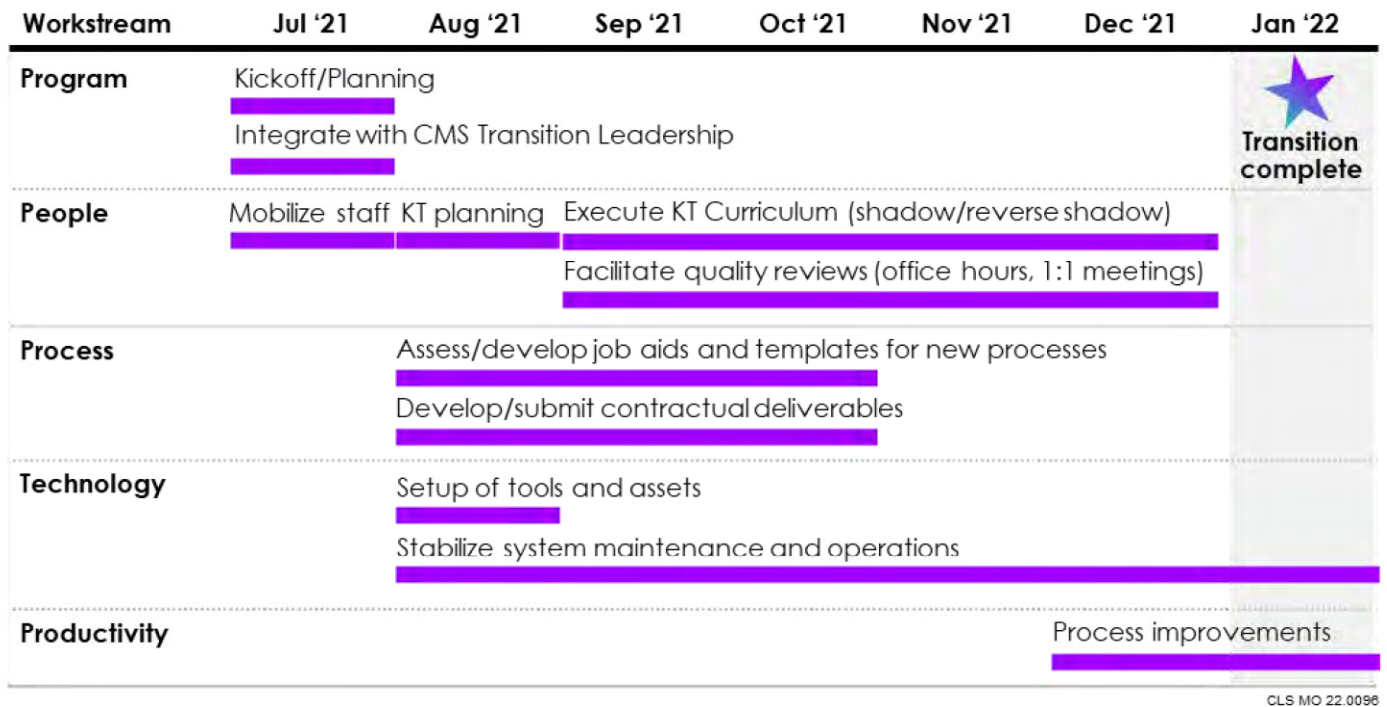


Figure 4-4. Accenture applied our transition methodology to achieve CMS' objective to quickly transition from our previous M&O contract to a new one within 7 months.

System Components, Services Transitioned, and Outcomes Delivered

Figure 4-5 describes the system components and services transitioned and the outcomes we achieved.

HealthCare.gov Transition Outcomes



Figure 4-5. We created a collaborative and comprehensive transition plan that mitigated transition risk and enabled project outcomes.

4.5.1.2 Transition-In Best Practices

Based on our past experiences, Table 4-2 provides the best practices we recommend for CalSAWS to help achieve a seamless and timely transition through strong leadership, proactive risk management, and collaboration.

Best Practice	Benefits to CalSAWS
Work as an integrated team with incumbent contractors (e.g., Gainwell for GA/GR Correspondence) by showing empathy for their transition-out support challenges. This includes understanding their potential constraints regarding staffing and ongoing system support pending the completion of transition in activities.	Full team integration reduces risk of interruption to service delivery during transition
Focus on communication and collaboration with the Consortium throughout transition from planning to cutover through status reporting, periodic service readiness reviews, walkthroughs, and demonstrations, among others	Efficient transition of business operations and technology
Use a comprehensive transition plan based on a proven methodology that covers all required activities across Program, People, Process, Technology, and Productivity for successful readiness to meet CalSAWS contract requirements and full takeover of Service Desk, Field Services, and GA/GR related responsibilities.	Lowest risks transition approach
Establish and integrate new ways of working by introducing new delivery approaches, automation, and transformation offerings early in the transition efforts in a thoughtful way through pilot programs leading to complete alignment to meet future vision.	Significantly accelerates CalSAWS improvements to achieve the future vision

Table 4-2. Working with our clients, we bring best practices as part of our effort to continuously improve our transition offerings.

4.5.2 Transition Manager Experience

Item# I-UA15

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

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



Meet Miguel O. De Ramas, Jr., our proposed Transition Manager

As an experienced Transition Manager, Miguel brings over 18 years of experience in complex, global Application/Infrastructure Outsourcing Transition and Transformation programs. Miguel's experience as a mobilization professional includes delivering Transition, Change Management, and Transformation programs across various industries including Public Sector, Natural Resources, Manufacturing, Insurance, and Utility. His relevant expertise features leading transition projects and programs with highly complex operating environments, applications, infrastructure build, migration to cloud, operations establishment, and ServiceDesk integration. Miguel exceeds the Mandatory Qualifications for the Transition Manager. Note that Miguel's Project 2 experience includes the change management activities that are key to our transformation objectives, preparing our team and the Consortium for new ways of operating in the future multi-contractor environment.



I-S15 A minimum of 18 months of experience within the past ten (10) years, performing operational transition activities on Projects involving large and complex IT systems.



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



Project 1:

State of Arizona Department of Economic Security

Transition Scope: Transitioned the maintenance and operations for the State of Arizona's integrated eligibility system (HEAPlus), a large and complex IT system, which serves over 3,900 state workers and over 1.9 million Arizonans. Services transitioned from another contractor included: Application Operations, Infrastructure Operations, Security Operations, and Service Desk.

Miguel's Experience/Responsibilities: Performed the end-to-end planning and execution of HEAPlus transition activities including the development of the detailed transition plan, management of knowledge transfer sessions, job shadowing, and execution of operational readiness assessment. Led a global transition team of more than 150 personnel across North America and India. Miguel's responsibilities included:

- Managing the Infrastructure, Service Desk, Application, and Security transition activities
- Conducting transition kickoff session with the State, incumbent, and internal stakeholders to ensure alignment on transition responsibilities and ownership
- Communicating and setting expectations with internal and external stakeholders on transition activities, timeline, and key milestones
- Establishing a transition governance with the State and the incumbent and leading the weekly transition status meetings to promote a collaborative working environment



Project 1: State of Arizona Department of Economic Security

- Managing the creation, review, and sign off on the contract deliverables for both the Deliverable Expectation Document (DED) and the actual deliverables
- Facilitating the Service Readiness checkpoint meetings and the final go/no-go leadership meeting with both the client and Accenture

✓ Outcomes achieved:

- Delivered successful transition services of the HEAPlus M&O system within eight months without disruption to operations
- Enabled support services to 3,900 state workers and 1.9 million Arizonans
- Completed more than 200 knowledge transfer sessions, gathered 850 knowledge transfer documents, and produced over 900 Q&A documents
- Successfully executed Operational Readiness Test (ORT) with over 50 ORT scenarios
- Configured necessary software tools and licenses and achieved client acceptance of all transition deliverables, enabling a three-week accelerated cutover
- Delivered Successful cutover without disruptions, outages, or major issues



Project 2: Huntsman Corporation

Transition Scope: Transitioned the client's global IT portfolio from another contractor across multiple geographic locations to provide managed services maintenance operations. Services transitioned from another contractor included: Infrastructure Operations, Security Operations, Service Desk, and Application Operations.

Miguel's Experience/Responsibilities: Managed end-to-end transition activities from planning to execution for a global transition team of more than 500 personnel using the Information Technology Infrastructure Library (ITIL) and Scaled Agile Framework (SAFe) program management principles. Miguel's responsibilities also included, but were not limited to:

- Managed the transition planning and execution activities for infrastructure, service desk, security, and application service areas
- Led the Service Desk transition including the configuration and testing of toll-free numbers, Interactive Voice Response (IVR) system, and the development of the Service Desk transition approach
- Developed and executed the detailed transition plan across all workstreams including people, process, technology, and program
- Governed the transition meetings participated in by the client, multiple contractors, and Accenture stakeholders to ensure alignment of scope and activities
- Managed the Service Management tools setup and processes, including SLA reporting and delivery governance framework

✓ Outcomes achieved:

- Successfully delivered transition for Infrastructure, Service Desk, Security, and Application services within four months with zero business disruption
- Enabled support services to 9,000 associates across 70 plus production facilities in 30 countries
- Completed more than 4,000 hours of KT sessions and provisioned over 3,000 system accesses to more than 500 onboarded resources
- Successfully configured the automation platform, myWizard, and enabled 30 automation use cases available on day 1 of service delivery



Project 2: Huntsman Corporation

- Enabled service desk L1 support including the successful implementation of toll-free numbers and IVR system across multiple regions including the U.S., Europe, Middle East, and Africa (EMEA), and Asia-Pacific (APAC)
- Timely completion of knowledge transfer and successfully configured knowledge database with over 100 knowledge articles developed

Best Practices that our Transition Manager brings to CalSAWS:

One-Team Approach:



Staff
Continuity +
new key skills

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

Managing the Transition and Change:

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



Proven transition
methodology
used successfully
at hundreds
of clients

- Establishing new ways of working through a comprehensive change journey for our existing staff on CalSAWS and measuring the effectiveness of the change
- A collaborative working environment by establishing a relationship with the incoming M&E contractor and understanding the impacts between operational processes and implementing integrated service management processes

Identifying Improvement Opportunities:

- Assess to all aspects of the current CalSAWS operations early, including people, processes, technology, and security, and implement improvement opportunities to get quick wins

4.5.3 Risks and Mitigation Measures

Item# I-UA16

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

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

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

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

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

With Accenture, the Consortium will be in safe, trusted, and reliable hands for the CalSAWS transition (as shown in Figure 4-6). Our dedicated transition team, led by Miguel, and supported by our Transformation Manager, Sean Swift, is solely focused on collaboration with the Consortium, counties, and other contractors, including the M&E contractor, on the transition and transformation activities. They will apply one of the primary tools for risk mitigation—our proven methodology and best practices, tailored to the CalSAWS vision.

In the following pages, we describe:

- Our tailored transition approach, timeline, and activities for Service Desk, Field & Desktop Services, and GA/GR Correspondence
- Transition-In risks with Accenture continuing as your services partner
- Potential Transition-In risks with other contractors if Accenture is replaced as your services partner

4.5.3.1 Our tailored transition approach for Service Desk, Field & Desktop Services, and GA/GR Correspondence

Transition-In Methodology

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

Minimizing CalSAWS' Transition Risk

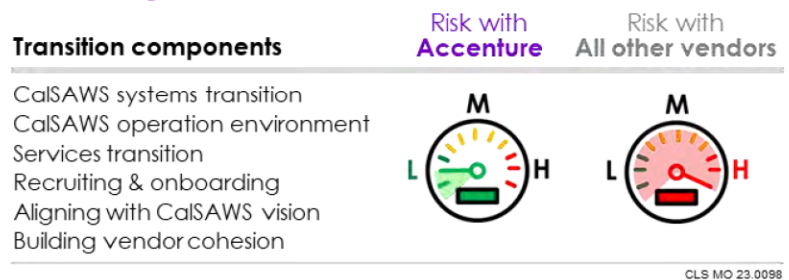


Figure 4-6. Risk avoidance is nearly impossible, but a continued partnership minimizes transition risk and protects services for Californians.

We plan to use the transition timeframe to get a jumpstart on the transformation. While another contractor will still be learning about the basics of CalSAWS, the Accenture team would have completed most, if not all, of the transformation and evolution elements.

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

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

Process: Transition of the processes and tools required to assume the L1-L2 Service Desk and all associated ITIL-based service maintenance processes in alignment with the M&E Contractor. Deliver the Infrastructure Services Plan and Operational Working Documents.

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

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

Transition-In Timeline

No other contractor can transition as quickly as your incumbent partner. Our Infrastructure Transition-In work schedule accelerates the CalSAWS project to transformations and continuous improvement. Figure 4-7 shows our proposed Transition-In timeline for CalSAWS Infrastructure. We have structured the timeline by workstream to align with the key areas of our methodology. Transition would not be required for the existing services. We would begin operating under the new contract for all infrastructure services starting in Month 7. We will share a draft of the transformation guide with the Consortium on Day 1.

Meet Sean Swift, our proposed Transformation Lead

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

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



Sean Swift
Transformation Lead
20+Years at CalSAWS

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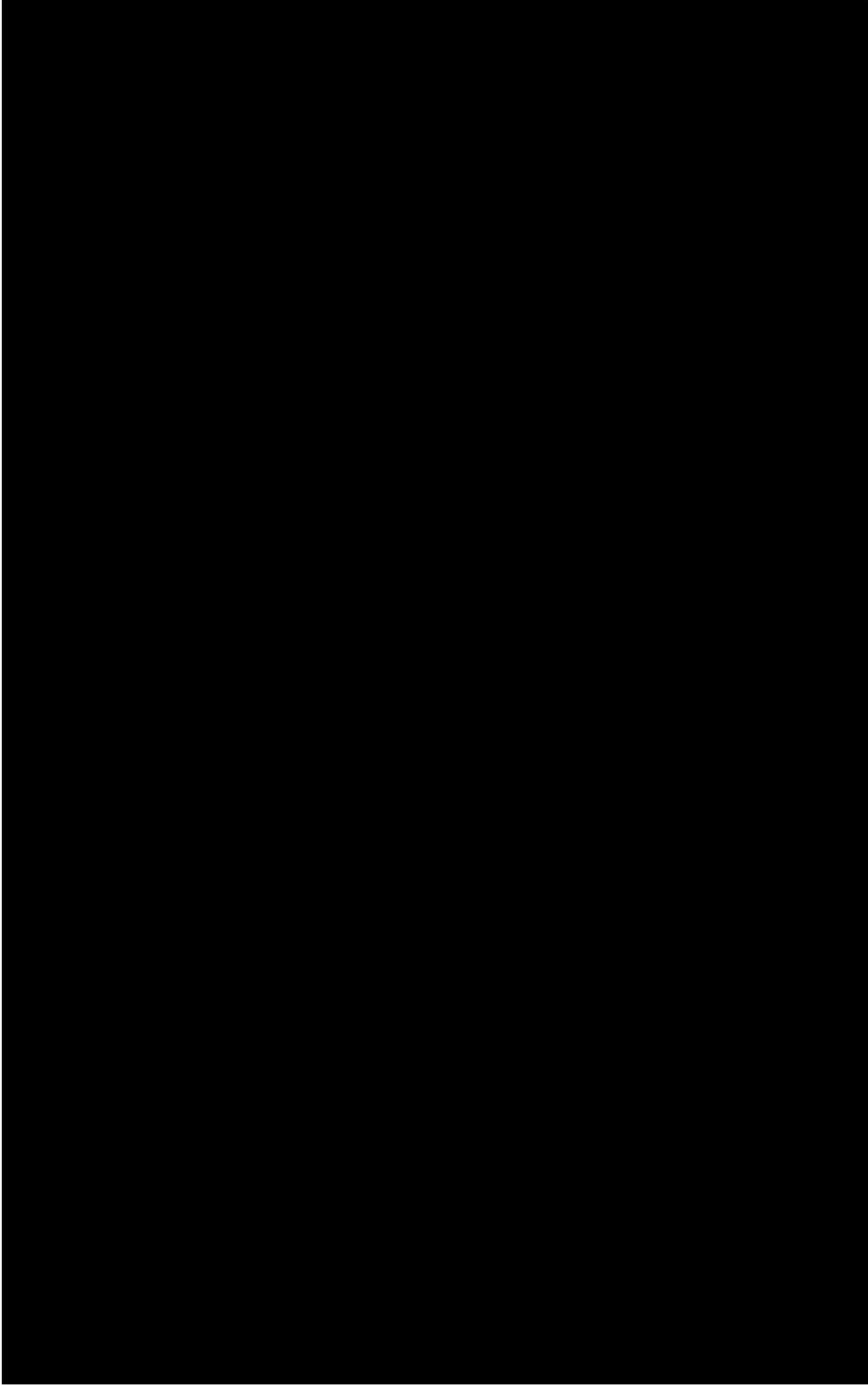


Figure 4-7. Our transition timeline incorporates improvement opportunities for the Consortium, while reducing risk and minimizing disruption to users.

Transition-In Activities

Our approach to transition-in the 20 percent of CalSAWS Infrastructure scope (Accenture currently supports 80 percent of CalSAWS infrastructure scope) is divided into four workstreams over a period of six months as shown in Figure 4-7. The workstreams—Program, People (knowledge transfer), Technology, and Process—occur in parallel in the timeline and facilitate a smooth CalSAWS Infrastructure Transition-In.

Accenture would collaborate with you to refine the plan and incorporate your feedback and additional details such as M&E contractor dependencies during the Joint Transition Planning Phase (JTP). After finalizing the overall solution and transition strategy with you, we will hold an overall kickoff planning meeting for the new contract.

Led by our Infrastructure Transition Manager and using knowledge of existing CalSAWS operations, Service Management processes, tools, connectivity, and resources, our Transition-In plan includes the following key activities and tasks:

- **Joint Transition Planning:** This is the initial phase of transition to gather specific inputs related to knowledge transfer, tools setup, process alignment, and dependencies with the M&E contractor. We would establish a comprehensive transition plan and exit criteria.

[REDACTED]

- **Gaining Agreement on Deliverable Dates:** Miguel would work with his Consortium counterpart to align on the deliverable submission process. This includes review and submission dates for the deliverable expectation document (DED) and actual deliverables.
- **Hire and Onboard Staff:** We would begin hiring and onboarding additional personnel for service areas including Service Desk and Field & Desktop Services. We would also conduct KT planning to prepare the overall KT approach and detailed KT plans.
- **M&E Collaboration:** Miguel would proactively engage his M&E Transition-In Manager counterpart at the start of and throughout the transition duration. We would meet to confirm alignment and clarity of Infrastructure and M&E scope, a clear understanding of dependencies, and harmonization of operational tools and processes.
- **Delivery Integration Office (DIO) Collaboration:** Miguel would also work hand-in-hand with the DIO during the transition to support the setup of the DIO office and promote integration across all impacted contractors.
- **Service Readiness Plan:** We would develop a Service Readiness Plan and define the service readiness criteria in collaboration with the Consortium (i.e., KT completion, tools setup and configured, processes defined and established, connectivity setup and access provisioned, etc.). A series of checkpoint meetings would be established to assess the readiness for go-live against the readiness criteria defined. Any gaps identified would be closed and then reviewed during the next checkpoint. The last checkpoint meeting will be the go/no-go meeting where Consortium and Accenture leadership, at a minimum, would be invited to make a go-live decision.

The in-scope service areas for Infrastructure transition are not interdependent, in terms of platform dependency. So, we have proposed parallel KT execution without compromising the quality. The KT sessions will be recorded for future reference. Accenture would conduct an internal boot camp for knowledge recipients to build an understanding of the CalSAWS business, technology, and processes.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Here is how we plan to execute knowledge transfer at each phase:

- **Foundation Learning:** During foundation learning, knowledge recipients would study system-specific configurations, including functional and technical aspects, understand business process mapping, process standards, support processes, tools, review all existing artifacts, and clarify questions with SMEs. The SMEs would conduct KT sessions and provide complete services knowledge to knowledge recipients. The KT would be conducted using a combination of face-to-face and remote models using collaboration tools with screen share and audio capabilities. All KT sessions would be recorded upon approval.
- **Discover and Simulate:** Knowledge sharing and cascade would occur as required during the Discover and Simulate phase. The type of cascade would include sessions/discussions with primary knowledge recipients and self-study of available documents. Knowledge recipients would validate understanding of domain-level learnings while shadowing infrastructure support activities, support in ticket resolution, call handling, and metrics creation. The Accenture team would also review the historical incidents. The KT execution report would indicate shadowing progress and exercises performed. We would create system understanding documents (SUDs) during KT while participating in Discover and Simulate and Demonstrate activities, as appropriate.
- **Demonstrate:** Knowledge recipients would be given real incidents and Service Desk calls to handle during the Demonstrate phase. They are expected to work on these assignments and deliver them with minimal help from SMEs before assuming full responsibility and accountability as part of service commencement when the transition ends.

To help the Consortium assess the quality of knowledge transfer, we have placed Knowledge Recipient Evaluations after each phase in the KT framework. We would work with the Consortium and Gainwell SMEs to address any gaps identified during the evaluation. Gaps would be remediated before we move to the next phase.

Service Desk Transition-In

Our strategy for Service Desk transition-in for both CalSAWS and BenefitsCal systems uses a train-the-trainer model with the following benefits:

- **Minimizes impacts to counties** by developing and upskilling trainers to help expand the required skills rapidly
- **Maximizes time with SMEs**, and creates a group of dedicated trainers during the transition period

In this model, the Service Desk team leads would first be onboarded as primary knowledge recipients (KRs). They would drive the knowledge transfer activities from Gainwell SMEs using the KT framework as explained previously. The primary KRs are experienced team leads who have worked on Service Desk support activities from other Accenture government projects. Having experienced primary KRs means that they know what questions to ask, areas to focus on for learning, and would maximize the time available for KT while minimizing dependency on Gainwell SMEs. During KT, they would focus on learning CalSAWS and BenefitsCal specific Service Desk tools and processes, CalSAWS and BenefitsCal functionalities, Tier 1 and Tier 2 processes. They would also learn system functionalities for ticket triage by training with Tier 3 Infrastructure, M&E, and BenefitsCal teams. The primary KRs would be responsible for cascading the knowledge to the secondary and tertiary KRs. The secondary and tertiary KRs would review documentation and watch the recorded KT sessions from Gainwell to catch up. Then they would join the primary KRs in the Discover and Simulate and Demonstrate phases of KT as depicted in Figure 4-9.

Service Desk transition-in

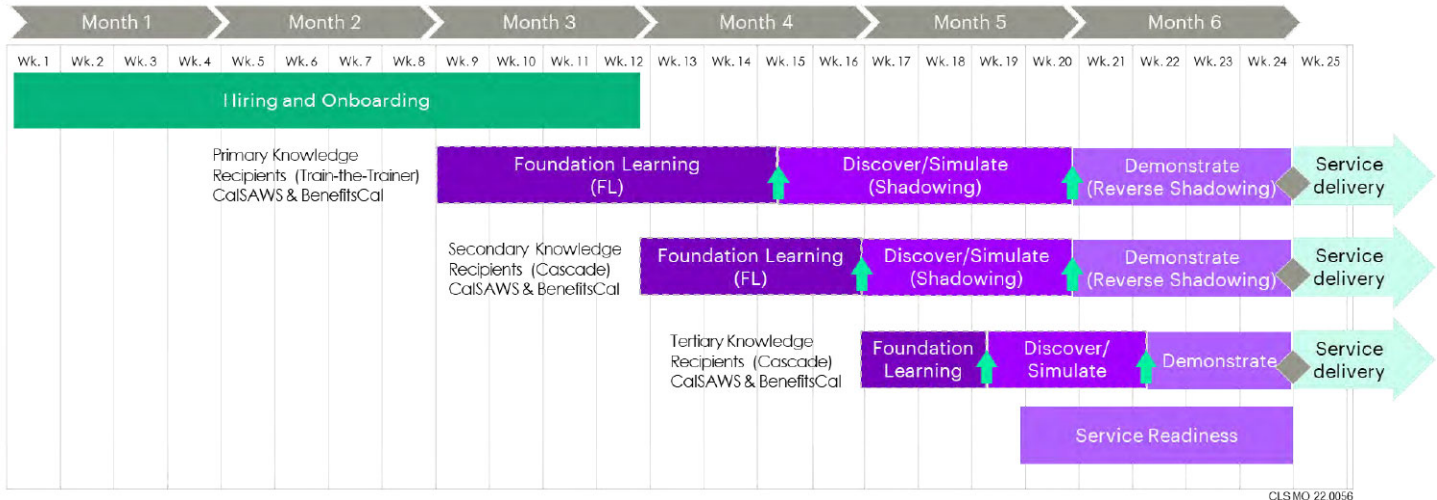


Figure 4-9. Our knowledge transfer plan considers three phases of KT for both CalSAWS and BenefitsCal Service Desk support areas.

During the Demonstrate phase knowledge recipients would gain live support experience by handling calls and working through real incidents. This live support experience would also help them establish relationships with the county users and engage with the M&E teams including Imaging, BenefitsCal tier 3 teams.

Our Service Desk team would follow an incremental ramp-up approach to align with the KT Plan schedule depicted in Figure 4-9. The Service Desk lead would be available on Day 1 of transition. The 11 members to be onboarded in Month 3 are team leads who would fill in the primary KR role to drive the KT activities with Gainwell. The members onboarded in Month 4 and Month 5 will be the secondary and tertiary KRs, respectively. The remaining six members that are planned to onboard in Month 6 are assumed to be sourced from the existing Service Desk support members from Gainwell – five from the CalSAWS Service Desk and one from BenefitsCal. We plan to hire them in Month 6 to confirm no disruption in the existing Service Desk operations. These six Gainwell hires would only require training on Accenture tools and processes since they are already knowledgeable on the Service Desk support activities for CalSAWS and BenefitsCal.

The Service Desk team would have a total of 39 members inclusive of the Service Desk lead and CalSAWS and BenefitsCal team members that are dedicated to the CalSAWS project. The team would be split into 23 Tier 1 and 15 Tier 2 members. A breakdown of each tier is shown in Figure 4-10. This includes the five Remote Tech Support (RTS) team members. The RTS team would provide support for the Project Office and Counties. They would be trained by our current Tier 3 Tech Support team to help resolve issues sooner to reduce escalations to Tier 3. Tier 2 AWS Connect would have one support team member.

Service Desk Incremental Ramp-up

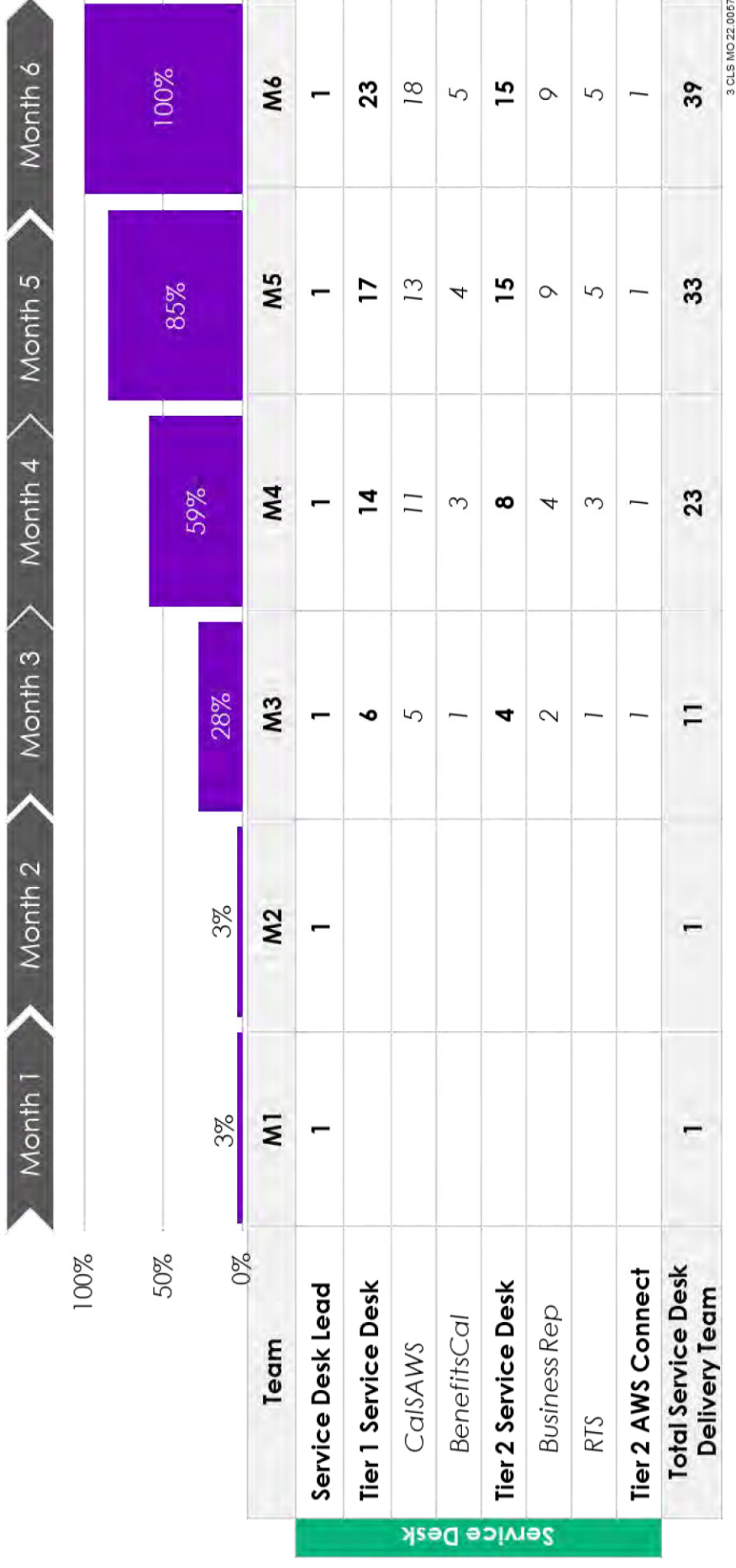


Figure 4-10. Our incremental resource ramp-up plan aligns with the KT schedule for both CalSAWS and BenefitsCal Service Desk support areas.

Field & Desktop Services Transition-In

While Accenture provides Central Project Office support today, we need to transition Field & Desktop Services for the counties that are currently staffed by our subcontractor. We take a holistic approach to transition of Field & Desktop Services to minimize impact on counties. Rather than focusing only on knowledge transfer, our Field & Desktop Services transition approach considers equally vital activities including depot setup, staffing coverage across the required counties, and transfer of existing equipment between depots.

The Field & Desktop Services team would have a total of 17 members that are dedicated to CalSAWS:

- One Field & Desktop Services Manager who is part of the existing support team today and would be available on Day 1 of Transition
- 12 analysts that would have an incremental ramp-up throughout the transition duration. These team members would provide Field & Desktop Services support for the County and Central Project Office for efficient and optimal coverage:
 - Six of the 12 team members are providing Desktop Services support on the ground today. They would take on the additional Field Services support and have knowledge transfer from Gainwell in Month 4 through Month 6.
 - Six members would be onboarded and would initially receive knowledge transfer on Desktop Services support from the existing internal Accenture team during Month 2 and Month 3. Then they would join the existing team for the Field Services transition from Gainwell in Month 4 through Month 6.
- Four members would provide depot support and would be split into the two Accenture depot locations. They would:
 - Manage the assets at the depot locations,
 - Support the Central Project Office, once trained
 - Provide remote county support for Tier 3 tech support-related issues

The Field & Desktop Services knowledge transfer would use the three-phased KT framework as explained in Figure 4-8. Each technician from Accenture would be paired with a Gainwell technician counterpart in their designated county locations. As part of the foundation learning KT phase, they would learn the CalSAWS Field & Desktop Service operations and technical support activities for unique installation, repair, or maintenance of equipment or systems. As they move into the discover and simulate KT phase, the Accenture technician would shadow the day-to-day support activities of their Gainwell technician counterpart. The shadowing activity would include both technicians going to the county to shadow live issue resolution. During the Demonstrate phase, the Accenture technician would perform the work while the Gainwell technician shadows. As soon as the Gainwell technicians receive the support request from the Service Desk, they would contact their Accenture technician counterpart to work on the request. The Accenture technician would then go to the Accenture depot to get the relevant equipment (as applicable) then both technicians would go to the county to resolve the issue.

The two Accenture depots are expected to be ready and available at the start of the Demonstrate phase as outlined in Figure 4-11. During the first week of the Demonstrate phase, all existing assets from Gainwell depots would be transferred to Accenture depots, and the Accenture technicians would be responsible for managing these assets and collaborating with Gainwell technicians until completion of the demonstrate KT phase and service go-live.

Field & Desktop Services Transition-in and Ramp-up

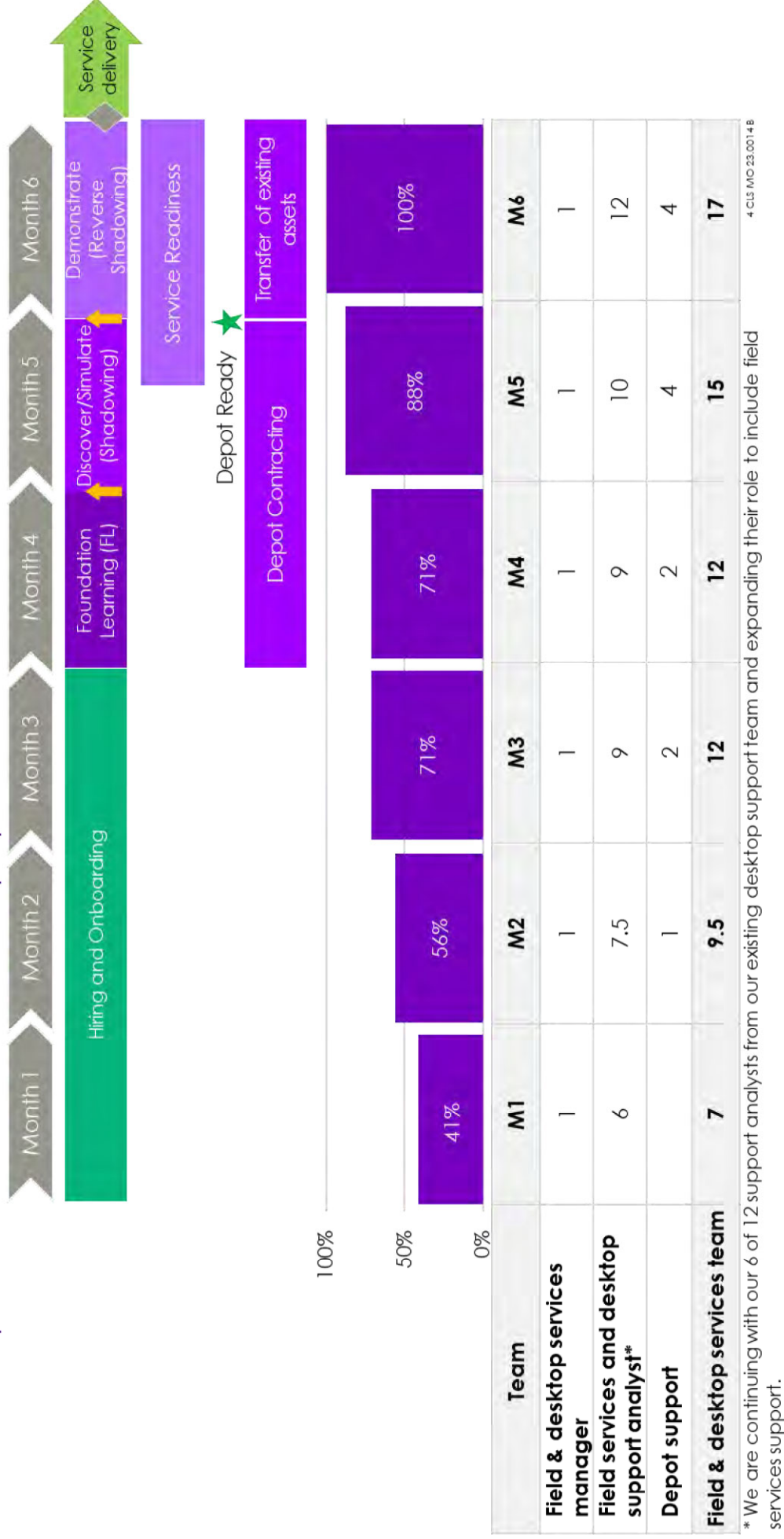


Figure 4-11. Our knowledge transfer and resource ramp-up plan for Field & Desktop Services considers all of the vital activities to minimize impact to counties.

GA/GR Correspondence Transition-In

We understand how important the GA/GR programs are for the counties who administer it. We also recognize the vital support these programs provide to a vulnerable population. Hence, it is imperative to de-risk the transition. The risk of transitioning the Infrastructure services for this application to Accenture is very low. Accenture was extensively involved in the development of the GA/GR Correspondence solution and is familiar with the workings of that small subsystem. We collaborated with Gainwell on infrastructure needs and codesigned the APIs between the correspondence subsystem and CalSAWS. As such, we have a working understanding of the functional and infrastructure parts of the system.

Given that it is a small and stable system with OpenText as the only new software component, Accenture will cross-train a handful of individuals on our existing team to support this software. We have already identified these individuals and have them positioned to be trained on this software before Transition-In starts. They will participate in knowledge transfer activities from Gainwell using the KT framework explained in Figure 4-8. Additionally, one of our named contractor success champions was extensively involved in the development of the GA/GR Correspondence solution. They would provide knowledge on this system when needed.

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

We would apply a disciplined, rigorous, and control-based methodology to risk management. We recognize the need for timely and accurate tracking, control, monitoring, and reporting of risks. We view risk management as a collaborative, iterative, and ongoing process. Open and honest communication about the transition risks and potential mitigation plans promotes collaboration and management and helps identify and respond to risks proactively. We would communicate often and accurately through a variety of discussions and meetings and work closely with all the stakeholders from the Consortium, county, and other contractors.

Our Infrastructure Transition-In Manager in collaboration with our PMO Lead would consolidate risks into our RAID (Risk, Action, Issue, Decision) Log and publish the dashboard to all stakeholders from Consortium, county, and other contractors every week with the weekly transition status reports.

We have identified the greatest risks inherent with the overall transition effort including the risks associated with the transition areas that the Consortium expects special attention to and focus on. We fully understand how important each of the areas are and as the incumbent, we have a skilled team supporting those areas that will continue into the new contract. Given that we have the staffing, knowledge, relationships, and a clear understanding of the vision, it significantly minimizes the risks of transition.

Risks Associated with Each Transition Area

In Table 4-3, we have noted each transition area and the Transition-In risks for these areas. We fully understand the complexity of each of the areas and as the incumbent, we can confidently say that there are some areas where we have no Transition-In risks. For those areas where there are risks, we have noted the risk and associated mitigation.

SOW Transition Area	Risk	Mitigation
Management	<ul style="list-style-type: none"> Misalignment on M&E and Infrastructure Operational Processes (see Risk 4) 	Transition-In Manager to facilitate regular communication and share knowledge transparently with the M&E team

SOW Transition Area	Risk	Mitigation
Technical Infrastructure Support	<ul style="list-style-type: none"> Lack of SME Availability for Knowledge Transfer (see Risk 1) 	Transition-In Manager will facilitate a kickoff meeting to set SME expectations, communicate responsibilities, and identify primary and alternate SMEs
	<ul style="list-style-type: none"> Lack of Documentation and Knowledge Articles for BenefitsCal Technical Service Desk (see Risk 2) 	Transition-In Manager would perform a documentation gap assessment to identify deficiencies. We would develop documentation during KT and continue to maintain it even after transition.
Innovation and Application/Architecture Evolution Support	<ul style="list-style-type: none"> There are no transition-in risks in the Innovation and Application/Architecture Evolution Support area since Accenture is already familiar with the current innovation program, and the intricacies of the current application 	None Required
Production Operations	<ul style="list-style-type: none"> Inability to hire sufficient staff during Transition for Service Desk and Field & Desktop Services (see Risk 3) 	Reassign existing experienced Accenture staff, hire from Accenture's skilled pool of resources and upskill, hire the best new staff and existing skilled Gainwell staff
Technology Recovery	<ul style="list-style-type: none"> There are no transition-in risks in the Technology Recovery area since Accenture is already familiar with these requirements and we are fulfilling them in our current contract 	None Required
Security	<ul style="list-style-type: none"> There are no transition-in risks in the Security area since Accenture is already familiar with these requirements and we are fulfilling them in our current contract 	None Required

Table 4-3. Accenture can provide the Consortium with low or no Transition-In risks in each transition area.

Risk 1: Lack of SME Availability for Knowledge Transfer

Probability	Impact	Exposure	Level	Category
50%	3	0.9	Medium	Schedule
Trigger			Customers Impacted	Owner
KT Plans not finalized due to missing inputs from SMEs			Consortium, County users	Transition-In Manager
Risk Description				
Gainwell SMEs are not available to facilitate knowledge transfer sessions for CalSAWS or BenefitsCal Service Desk, Field & Desktop Services, or GA/GR Correspondence. The absence of key transition SMEs would affect knowledge transfer and overall Transition duration/schedule.				
Proactive Mitigation Strategy				

To confirm that we stay on track with the KT schedule, our Transition-In Manager will take a proactive approach at the start of transition by facilitating a kickoff meeting and setting expectations with Gainwell on the support and time commitment needed for knowledge transfer. Our transition-in manager will also put in place the following mitigation strategies:

- Require Gainwell to support the successful completion of knowledge transfer sessions from Gainwell to Accenture as an extension of the current agreement between Accenture and Gainwell
- Identify the primary and alternate SMEs (as backups) for all service areas across Service Desk (CalSAWS and BenefitsCal), Field & Desktop Services, and GA/GR Correspondence
- Communicate KT schedule and responsibilities to SMEs early on during transition planning
- Identify potential schedule issues, constraints, and challenges and adapt the KT schedule to optimize availability such as off-hours KT
- Maximize self-study/self-learning opportunities wherever possible for efficient use of SME time

Risk 2: Lack of Documentation and Knowledge Articles for BenefitsCal Technical Service Desk

Probability	Impact	Exposure	Level	Category
50%	3	0.5	Medium	Quality
Trigger	Customers Impacted		Owner	
Slowness on KT progress	County users, Consortium		Transition-In Manager	
Risk Description				
The lack of necessary documentation and knowledge articles for the BenefitsCal Technical Service Desk support operations will impact the overall knowledge transition effectiveness and schedule. It will hinder the knowledge recipients' ability to facilitate self-learning. This risk only applies to BenefitsCal Technical Service Desk and not to CalSAWS service desk operation since the former is relatively new and is still maturing. There are still several unknowns in BenefitsCal that the team will need to figure out and as the remaining counties are onboarded, the ticket volume could potentially increase.				
Proactive Mitigation Strategy				
During transition, our Transition-In Manager would conduct a documentation gap assessment/analysis to understand which areas have deficiencies. This allows us to understand the areas to address during KT. We would develop documentation during KT and continue to maintain and update them (living documents) after transition.				
<ul style="list-style-type: none">• Gather and organize documentation before knowledge transfer to understand gaps to be addressed				
<ul style="list-style-type: none">• Schedule KT sessions with BenefitsCal Tier 3 teams to capture system-specific knowledge and build on it to develop knowledge articles				

Risk 3: Inability to Hire Sufficient Staff during Transition for Service Desk and Field & Desktop Services

Probability	Impact	Exposure	Level	Category
10%	4	0.5	Low	Quality, Stakeholders

Trigger	Customers Impacted	Owner
Unable to complete transition tasks within the timeline	County users, Consortium	Project Manager
Risk Description		
The Service Desk and Field & Desktop Services teams are organized with a set number of roles designed to optimally support CalSAWS. If we are unable to hire new staff, the level of support would suffer.		
Proactive Mitigation Strategy		
To mitigate the risk of not being able to hire staff, we will take several proactive mitigation strategies including the following:		
<ul style="list-style-type: none"> Reassign existing Accenture staff from other projects with Service Desk or Field & Desktop Services and Integrated Eligibility operation experience to CalSAWS Hire from Accenture's pool of skilled resources and conduct skill-up training Offer competitive salaries, bonuses, skills development, and certifications to hire the best new staff 		
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Risk 4: Misalignment on M&E and Infrastructure Operational Processes

Probability	Impact	Exposure	Level	Category
10%	3	0.9	Low	Collaboration
Trigger	Customers Impacted			Owner
Consistent lack of collaboration between M&E and Infrastructure contractors	County, Consortium			Transition-In Manager
Risk Description				
Without proper alignment between Infrastructure and M&E operational processes, both teams may not collaborate as expected to properly address the dependencies between Infrastructure and M&E. This could delay issue resolutions, increase confusion, and would impact county users or Consortium.				
Proactive Mitigation Strategy				
To avoid misalignment of Infrastructure and M&E operational processes, teams must regularly communicate and share knowledge transparently. The following mitigations would be implemented:				
<ul style="list-style-type: none">Proactively establish a line of communication between the Accenture and the M&E Transition-In Managers during transition and schedule a weekly touchpointConduct a process gap assessment between Infrastructure and M&E operational processes to identify gaps and bring alignments across contractorsEstablish an open line of communication between M&E and Infrastructure teams to continue to have open dialogue and understanding of each team's dependencies				

4.5.3.3 Potential Transition-In Risks with Another Infrastructure Contractor

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

Risk 1: Delayed Transition due to High Volume of Staffing Needs

Probability	Impact	Exposure	Level	Category
70%	4	2.8	High	Schedule, Quality, Technical
Trigger	Customer Impact		Owner	
Unable to hire and onboard staff to meet the planned timeline	County users, Clients, Consortium stakeholders		Contractor Transition Manager; Infrastructure Lead/Team; DIO	
Risk Description				
<p>A new contractor would have a significant undertaking to recruit, onboard, orient, and train their team. Many of the required skills are not commodity skills. They are niche skills in the areas of security and cloud with limited availability. With a labor market as tight as it has ever been, and showing no signs of easing, this challenge is significant.</p> <p>If another contractor is unable to bring sufficient staff in a timely manner to begin Transition-In activities, the entire transition could be delayed, insufficient, or both. This would put the overall transition schedule and ability to meet their contractual obligations at risk. This could result in an unstable infrastructure, unmitigated security vulnerabilities, data loss, cost overruns, and a potential surge in support calls following the transition period. CalSAWS could need to shift the priority from meeting the vision to restoring stability for at least another full year after transition.</p> <p>This risk does not apply to Accenture because we already have a team supporting CalSAWS infrastructure today and will continue that team under the new contract. Therefore, there is no risk of delayed transition with Accenture.</p>				

Risk 2: Inefficiencies from New Teaming Relationships

Probability	Impact	Exposure	Level	Category
50%	4	2.0	Medium	Quality, Stakeholder, Technological
Trigger	Customer Impact			Owner
Identify new responsibilities, relationships, and complex processes	County users, Clients, Consortium stakeholders			Contractor Transition Manager; Infrastructure Lead/Team, DIO
Risk Description				
<p>The new vision for CalSAWS requires a team with the mindset and ways of working that include a multi-contractor environment, a new DIO office, and a vision for effective oversight and governance and standardized processes and communication. It takes time to develop relationships internally and with stakeholders to navigate the project efficiently.</p> <p>A new contractor would need to quickly build a highly skilled and knowledgeable team along with cohesion across the project—within their team, other contractors, and the Consortium. This contractor would need to</p>				

navigate and build trust across stakeholders to develop the DIO and lead it through complex changes. Lack of integration, whether caused by an inadequate plan or lack of chemistry among the individuals, could lead to delays in transition with all the associated impacts to costs and lost opportunities.

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

Risk 3: Unstable Infrastructure due to Underestimating Complexity of Transition

Probability	Impact	Exposure	Level	Category
70%	5	3.5	High	Stakeholder, Technical
Trigger		Customer Impact		Owner
Missed SLAs; Increased production incidents		County staff		Contractor Infrastructure Lead/Team, Contractor Transition Lead
Risk Description				
<p>A new Infrastructure Contractor will be required to come up to speed on the CalSAWS infrastructure while hiring, onboarding, orienting, training, and integrating hundreds of resources, many of whom may be offshore. Handling all these tasks while working with the incumbent Accenture team to transition our entire knowledge of the CalSAWS infrastructure, including 146 different software packages placed on thousands of instances/devices, will be an enormous undertaking. Certainly, we expect that every potential new Infrastructure bidder will declare this is a typical mode of transitioning infrastructure responsibilities. The risk of such a transfer, however, should not be underestimated. CalSAWS is the largest and most complex integrated eligibility system in the country, if not the world. We have a uniquely complex ecosystem of governance stakeholders. Ensuring the smooth transfer of infrastructure responsibility and accountability is inherently risky for any contractor other than Accenture. A new Infrastructure Contractor would require substantial Knowledge Transfer for the complex operating environment. We believe that the risk is very high that they would not be able to develop their team and understanding within the time required—we have seen other contractors fail at trying to understand the complex CalSAWS environment. This could take up to two years before stability is realized.</p> <p>In such a scenario, in the first year following completion of Transition-In, we believe that a new Contractor will likely only be able to achieve 50–75 percent of the productivity and quality of the current Accenture team. This means that there will be a surge in unmitigated security vulnerabilities, missed SLAs, and a potential surge in support calls.</p> <p>This risk does not apply to Accenture because our proposed team is already performing infrastructure services under the current contract, and fully understands the complexity of the CalSAWS system(s) and the stakeholder environment. Therefore, there is no risk of an unstable infrastructure with Accenture.</p>				

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

Probability	Impact	Exposure	Level	Category
70%	4	2.8	High	Stakeholder, Technical
Trigger		Customer Impact		Owner
Issues generated when Risk 1, 2, or 3 are realized		Consortium Staff, County Management, County Staff		Contractor Project Manager, Contractor Transition Manager, DIO
Risk Description				
The net effect of all the previously stated risks is that the Consortium and perhaps the counties will see additional demands for their resources in the long term. After all, no one would like to see an unstable				

CalSAWS infrastructure. This would require **the Consortium business analysts to do more Service Desk support work and Consortium architecture staff would need to do more architecture design and security work.** This would put an additional burden on existing county and Consortium resources or increase the staffing budget for the Consortium to add additional staff.

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

4.5.3.4 Risks Conclusion

The individual risks we've discussed in Section 4.5.3.3 Potential Transition-In Risks with Another Infrastructure Contractor, focus on the infrastructure transition aspects in which each risk is assessed individually, independent of the other risks. A similar set of risks also exists for the M&E transition. Just imagine how the project's risk level would increase if **two** contractors attempted to complete their transitions at the same time: the overall risk profile would increase exponentially compared to what has been described previously. We would like you to consider another element in determining the overall project risk—who is doing the work?

Accenture submitted proposals for both the Infrastructure and M&E scope of work. Assuming we are awarded both contracts, the overall risk profile of the entire CalSAWS project will be lower, and so will the risk score of each risk. Why? For the simple reason that one accountable contractor is more efficient, and the Consortium will have "one throat to choke" when it comes to handling risks and issues. This global reduction of risk is only true for Accenture. Any other contractor would be quickly overwhelmed by the prospect of taking over the immense and complex CalSAWS Infrastructure and M&E Application, while simultaneously attempting to evolve an application with which they are unfamiliar. Accenture has been your partner for a long time—and, we're ready to accelerate the momentum into the CalSAWS M&O organization of the future.