

4.1 Integrated Multi-Contractor Environment

RFP # 5.3.3.1 (RFP Table # 40)

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

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

The Accenture Advantage

Your Success Accelerated

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

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

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

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

4.1.1 Scope of Work Management

Item # ME-UA1

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

4.1.1.1 Approach to Managing Our Scope of Work

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

We will bring in operational best practices to manage our scope using aspects of the current CalSAWS multi-contractor environment and similar complex environments from government projects across the country. This includes multi-contractor environments with clients like the Texas Department of Transportation (TxDOT), where we work with CGI, and at Ohio Benefits, where we work with Deloitte. Based on our direct experience with CalSAWS and with projects similar in size and nature we know there are several common challenges that arise such as accountability for outcomes, varied organizational processes, cultures, ways of working, and gaps or discrepancies in statements of work between contractors. Our approach addresses each of these challenges through centralized governance processes, a robust DIO framework, and an enterprise PMO and project management processes. With this approach you get the benefit of proven methods that bring contractors together as one team, the advantage of a single point of management, and consistent processes across organizations.



What Our Clients Say...

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

—Sharon Hutson,
Program Analyst FAC-COR Level III

2 CLS IME22.0243

Enterprise Project Processes



Enterprise
project
processes
and tools

Our approach for managing the M&E scope of work includes the following:

- **Establishing Enterprise Project Management processes**
- **Deploying Enhanced M&E management plans and procedures**

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

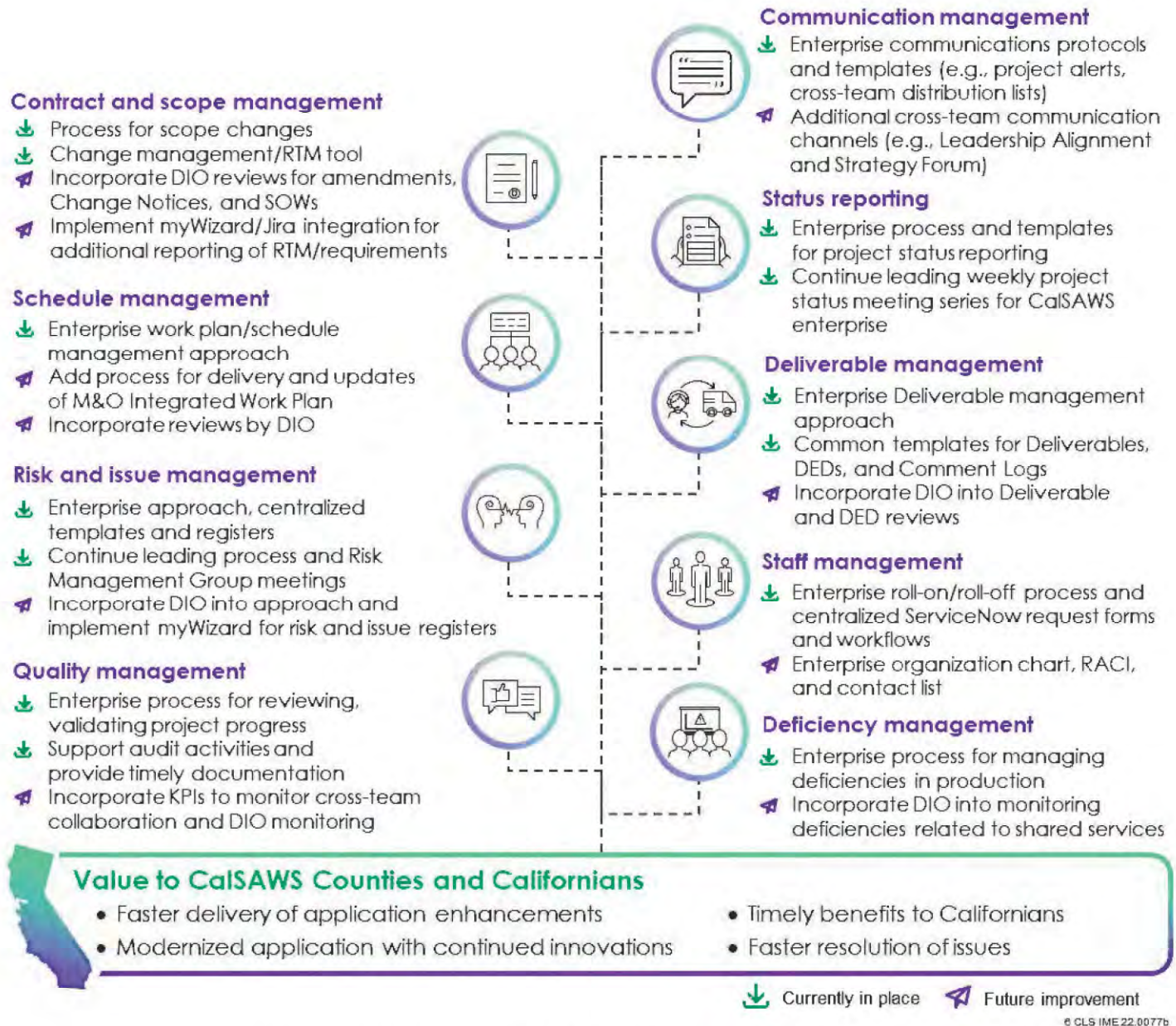


Figure 4-4. Enhanced Project Management Processes.

To put these processes in place we will perform three major activities:

- **Hold Joint Planning Sessions:** At the start of the Transition-In period, our PMO Lead and M&E managers will lead joint planning sessions with Consortium and other CalSAWS contractor leads to plan and develop process enhancements. For example, we will incorporate the DIO's role into project and operational management processes by updating the current risk and issue management process to align to the Consortium's new CalSAWS vision. Accenture will jointly verify the enhanced processes align with the Consortium's enterprise and Infrastructure PCDs, Infrastructure Services Plan, and other teams' processes. This will reduce gaps and confirm cross-team agreement of processes, leading to better collaboration and shared success.
- **Establish an Enterprise PMO:** We will work with the Consortium and other CalSAWS contractors to implement an integrated enterprise PMO, which is essential to manage processes consistently across the organization. The enterprise PMO will work closely with the DIO team to manage the multi-contractor environment according to the project management processes documented in the Project Control Documents. If Accenture is also selected as the Infrastructure Contractor, we

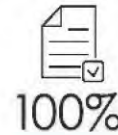
will partner with the Consortium to deliver a consolidated PCD for both Infrastructure and M&E services for additional operational efficiency and to centralize project management plans.

- **Document Processes:** The enhanced project management and operational management processes will be based on the PMI's PMBOK, CMMI standards, and ITIL practices to achieve your vision with reduced delivery risk. We will document the enhanced processes in the M&E Project Control Document (PCD), M&E Services Plan, and related Operational Working Documents (OWD) that we will deliver, execute, and maintain.

On-time Deliverables



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



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

2 CLS IME 22.0247

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

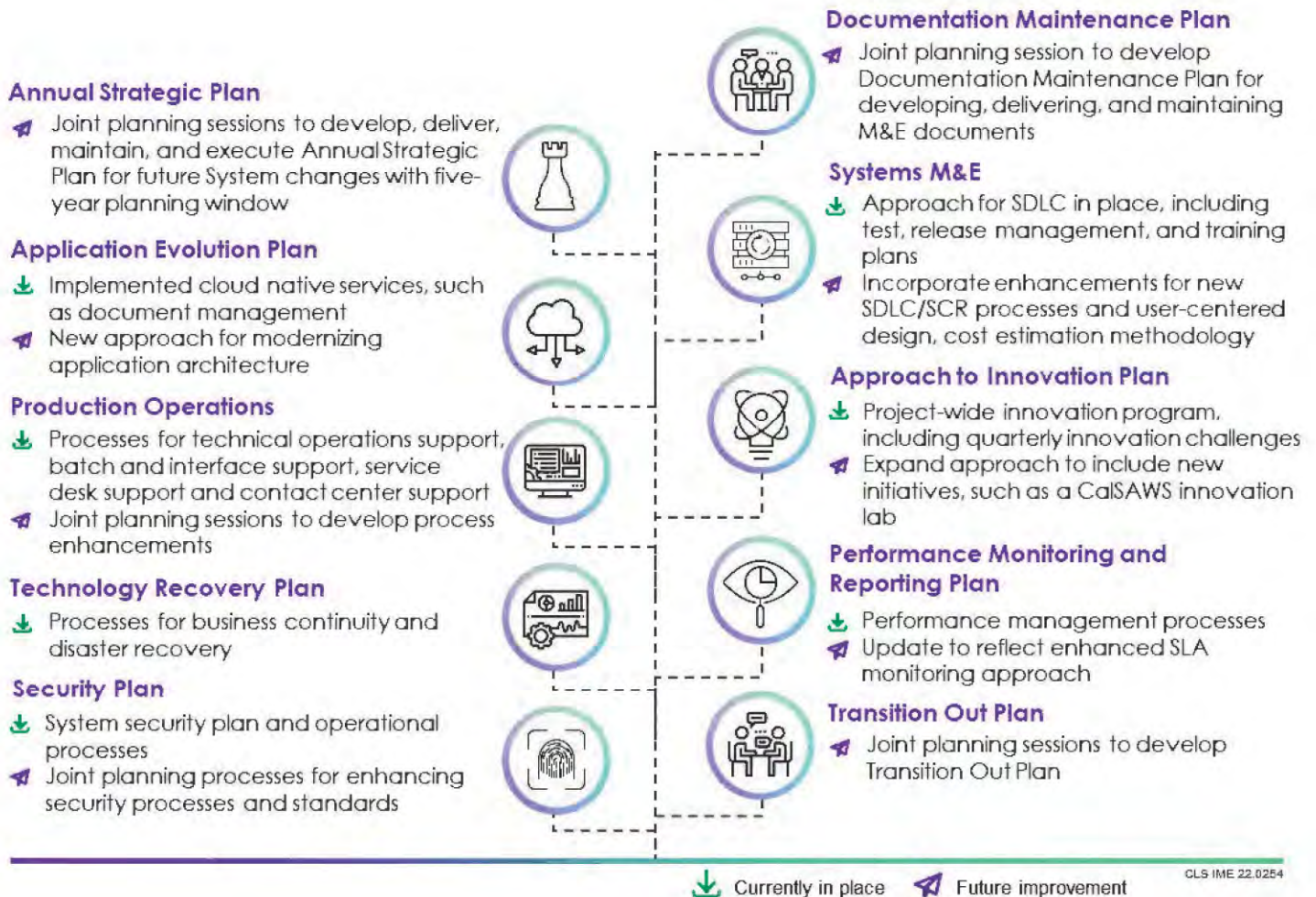


Figure 4-5. Enhanced M&E Operational Plans and Procedures will help us deliver with reduced risk.

Enterprise DevSecOps Tools

Enterprise DevSecOps tools will allow CalSAWS teams to collaborate effectively and efficiently. DevSecOps tools and solutions will orchestrate, automate, and improve coordination between CalSAWS contractors and teams. For example, we are introducing Gitlab (DevSecOps Platform) which consolidates change control (system change requests and defects), source control, orchestration, wiki documents and artifacts, and integrates with JIRA for requirements traceability management capabilities into one platform. We are also integrating Gitlab with the CalSAWS ServiceNow ITSM solution leading to automated and integrated change management as a part of the ITSM platform in the envisaged multi-vendor DevSecOps environment of the future at CalSAWS. For example, once a change request is created in ServiceNow for both M&E and Infrastructure requirements, approvals can be tracked in ServiceNow and subsequent deployment activities can be orchestrated and automated with an integrated solution between ServiceNow and Gitlab for multiple programs within CalSAWS.

4.1.1.2 Approach to Understand and Agree on Roles and Responsibilities

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



Figure 4-6. Sustainable Integrated CalSAWS Organization Model.

Centralized Governance Framework



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

- **Executive Tier:** Strategic direction comes from the CalSAWS Leadership Team, including the Consortium Executive Director, Section Directors, and CalSAWS contractor executives, with input from the Joint Powers Authority (JPA) Board of Directors, Project Steering Committee, and State and Federal sponsors. A regular Leadership Alignment and Strategy Forum will align leadership on project schedules, project status, cross-team dependencies, and resolve escalated issues. This new forum supplements existing CalSAWS management meetings, such as Section Director meetings.
- **DIO Tier:** Delivery Integration Managers and the CalSAWS Chief Deputy Director will plan, develop, and implement the DIO framework. This includes the centralized governance framework and

processes for the integrated multi-contractor environment. The DIO and PMO will review and maintain the M&O Integrated Work Plan, statements of work (SOWs), and Services Plan Deliverables. This will align scope and schedules across team, and support the resolution of identified gaps, overlaps, or conflicts.

- **Operational Tier:** Integrated teams will incorporate the Consortium and contractors to collaborate, communicate, plan, and deliver services. Team leads will direct the delivery of their teams' work, manage work plans, and use tools like Accenture's myWizard to monitor service level agreements (SLAs), report status, and identify and manage risks and issues.

Figure 4-7 shows how the three-tiered governance framework promotes cross-team collaboration at all levels, using a "top-down" approach for strategic planning and a "bottom-up" approach for reporting, information sharing, and risk and issue escalation.

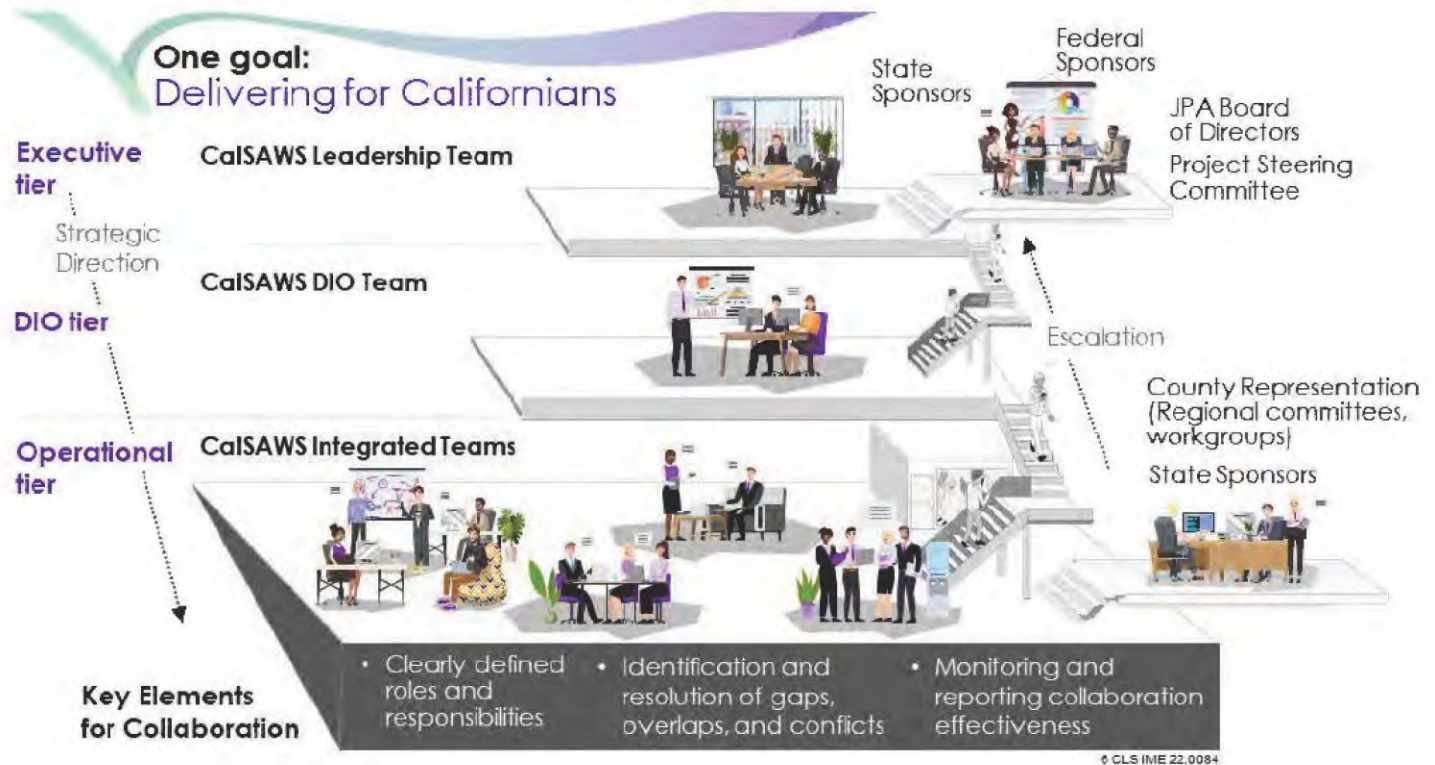


Figure 4-7. The centralized governance framework promotes active involvement at every level.

We describe the activities we will perform to deliver shared services with the Infrastructure contractor and other CalSAWS contractors in Table 4-4 of Section 4.1.2.1 Approach to Collaborating with the Infrastructure Contractor.

Effective collaboration and cooperation are the responsibility of all CalSAWS team members. We propose all CalSAWS teams incorporate the following elements in their governance and operations:

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



- Proactive identification and resolution of gaps, overlaps, or conflicts:** Our PMO will develop, deliver, and maintain M&E and Transition-In Work Schedules using Microsoft Project. We will collaborate with the DIO and other CalSAWS contractors to integrate the schedules into the M&O Integrated Work Plan that will align the workstreams. If gaps in scope or disputes in approaches

arise, we will collaborate with the other CalSAWS contractors through our Delivery Integration Manager to resolve them, and only if needed, will use the DIO for escalations.



Monitoring and reporting on the effectiveness of our collaboration as contractors:

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

The Power of We

We worked closely with the Consortium and contractors as one team, including with:

- AWS to migrate LRS to the cloud.
- Deloitte to implement CalSAWS APIs for the BenefitsCal portal.
- Gainwell to transition print services for LRS/CalSAWS to CalSAWS Central Print.
- Hyland to migrate the 39 C-IV counties to CalSAWS imaging.

Shared Objectives for Success



Shared
objectives
for success

For a multi-contractor environment to succeed and for each contractor to understand and agree on roles and responsibilities, it is imperative that all participating organizations define and align on a common set of objectives from the start. Such shared objectives answer the following questions: How do we define shared success? What are the guiding principles to which we can all agree? How do we individually contribute to the shared success? These shared objectives become the foundation on which we will build everything else, enabling better collaboration between teams and reducing gaps and conflicts in expectations, resulting in improved service delivery for the CalSAWS counties and their clients. Our Delivery Integration Manager, James Gnesda, will work with the DIO to facilitate these discussions with the other contractors to build shared objectives early in the transition period to ensure understanding and agreement across CalSAWS contractors. Our approach to enable alignment on shared objectives includes the following components:

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

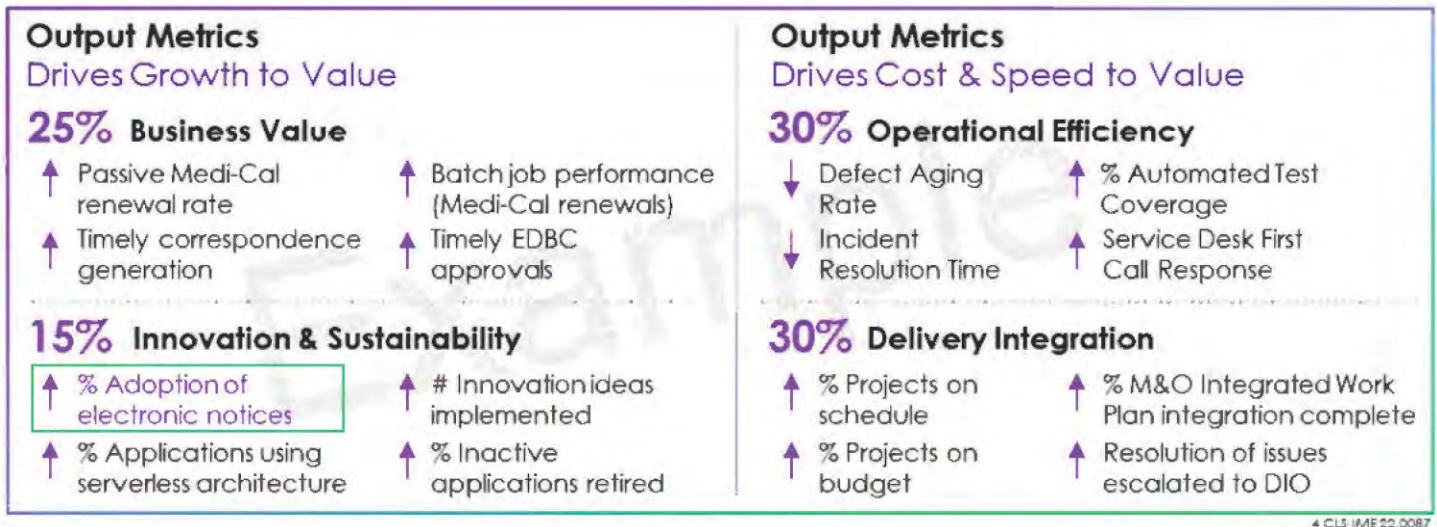


Figure 4-8. The BSC provides a balanced approach to measuring success based on outcomes.

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

A successful BSC model **requires a cultural mindset change** to move to a value driven CalSAWS organization. Our experience in multi-contractor environments shows that all teams need to align on the main objective, so the organization can successfully deliver a complete solution which positively impacts system users and clients.

Open Communication



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

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



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and often to promote transparency and inclusion across teams. [REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

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

Contractor Success Champions for Contractor Integration



Contractor
integration

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

On-time API Delivery

API

100%

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

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[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
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[REDACTED]

[REDACTED]

Culture Alignment



Effective collaboration requires all CalSAWS project teams across the Consortium and CalSAWS contractors to align to the CalSAWS One Team culture. Understanding the importance of the CalSAWS One Team culture and one's role in that culture is essential to ensuring each project team member knows their responsibility in cross-team collaboration for the collective benefit of the CalSAWS enterprise organization. [REDACTED]

These programs build and maintain relationships and bonds between CalSAWS project staff, complementing the formal governance framework, and help to sustain the CalSAWS One Team culture. Additional activities for aligning the culture across all CalSAWS project teams include:

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

The Cultural Transformation Initiative has been crucial in transforming and creating the existing One Team and "Power of 58" cultures. We are proud of the work we have done with the Consortium and other CalSAWS contractors when it comes to open and positive communication on IDEA. For example, following the George Floyd tragedy, we worked together to increase understanding and build a strong sense of community based on shared values of respect for the individual and integrity. As the project faces new challenges and opportunities, we will collaborate to build these programs to come together and reach a common understanding of the events affecting our daily work.

Multi-Contractor Environment Enhancement Timeline

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

- **Develop a Multi-contractor Environment Transformation Plan:** This plan, delivered at the start of Phase 1, describes the approach that includes assessing the as-is governance framework and enterprise project management processes to design enhancements aligned to the future CalSAWS

Strategic Direction. Delivering Results.

- **Transparency:** Frequent communication of objectives, schedules, and milestone between teams and contractors
- **Accountability:** Clearly defined and agreed upon roles, responsibilities, and objectives
- **Continuity of Service:** Proactive issue management and escalation
- **Strengthening:** Constant quality assurance and continuous improvement by monitoring and reporting on KPIs

vision. The Plan will detail the tools, deliverables and approval process, roles and responsibilities, meeting cadence, implementation plan, and FAQs.

- **Gather Stakeholder Feedback:** Lead joint planning and design sessions with the Consortium, DIO, and CalSAWS contractors to gather comprehensive input for updates to the frameworks and processes that are agreed upon between the organizations. We will obtain input from major stakeholders, such as the State sponsors, CalSAWS Project Steering Committee, and JPA Board of Directors, as appropriate.
- **Manage Change:** Jointly develop and execute a change management plan that addresses the approach to communicate and operationalize the framework and process enhancements for successful adoption of these frameworks and processes.



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

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

Continuous Improvement and Innovation



As a global company, we are dedicated to innovation—using current technologies to create value, while exploring emerging advancements in technology. We will bring these insights for innovation and improvement to the Consortium. Every CalSAWS project team plays an important role in continuously identifying improvements and innovations. All CalSAWS project staff can identify and suggest technological innovations for CalSAWS project processes and production systems via the CalSAWS Innovation Program. Additional details about the outcomes of the CalSAWS Innovation Program are provided in Section 4.4 Understanding and Approach to Innovation.

To accelerate the CalSAWS culture of continuous improvement and innovation, we will use a project-wide Continuous Improvement Program (CIP) that will evaluate and implement ongoing improvements to the frameworks and processes for managing work and collaborating in the CalSAWS multi-contractor environment. As a guiding principle, improvement opportunities will ignore organizational and contractor delineations to maximize the collective benefit to the CalSAWS enterprise organization, CalSAWS counties, and their clients.

The Transformation and Continuous Improvement Manager, [REDACTED], will work with our M&E Project Manager, Delivery Integration Manager, PMO Lead, M&E team leads, the CalSAWS DIO team, and other CalSAWS contractors to:

The CalSAWS Innovation 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!**

- determine the overall effectiveness of the strategies we use for managing the M&E scope of work and collaborating with other CalSAWS contractors and teams
- anticipate trends and identifying new technologies across the industry that can help deliver innovation and process efficiencies for the Consortium and CalSAWS project
- accommodate material changes as organizations and the project naturally evolve over time
- conduct a quarterly retrospective to identify and present findings and improvement ideas to the Consortium leads, QA Services contractor, other CalSAWS contractors and other project stakeholders as applicable
- seek consensus on improvement ideas to focus on for the next quarter
- develop and implement the approved improvement ideas for continuous quality improvements

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

4.1.1.3 Tools and Technology

Table 4-2 describes the tools and technology we will use to manage the M&E scope of work.

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Tool	Features and Benefits
	<ul style="list-style-type: none"> Provides an enterprise scheduling tool for developing and maintaining the M&E Work Schedule and Transition-In Work Schedule Allows linking of multiple subproject work plan files together to develop and maintain a master project plan (M&O Integrated Work Plan)
Microsoft Project	<ul style="list-style-type: none"> Provides an enterprise scheduling tool for developing and maintaining the M&E Work Schedule and Transition-In Work Schedule Allows linking of multiple subproject work plan files together to develop and maintain a master project plan (M&O Integrated Work Plan)
ServiceNow	<ul style="list-style-type: none"> Supports workflows for enterprise staff management processes such as CalSAWS Project staff roll on/off requests and related technology enablement requests
Pingboard	<ul style="list-style-type: none"> Provides an enterprise staff engagement tool that gives project staff access to a live enterprise-wide organization chart, staff directories, profiles, peer recognition, and milestone recognition, which promote transparency and drive engagement for the One Team culture

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

4.1.1.4 Results Delivered

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

Our Approach in Action:

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

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

Results Delivered:

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



Operating in a Multi-contractor Environment for New York City



Our Approach in Action:

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

Results Delivered:

- Used an integrated workplan for alignment across teams and open and frequent communication to promote cross-team collaboration.
- Sponsored a regular series of cross-team events and outings to build relationships and cooperation across the integrated team.
- Lowered cost of ownership and allowed the client to take on enhancements and software upgrades on schedule and at low cost
- Common human-centered design processes provided a better end-user experience

4.1.1.5 How We Exceed the Requirement

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

Going Over and Above	Benefit
<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<ul style="list-style-type: none"> • Achieve Integrated Outcomes: Helps achieve business outcomes such as staying on schedule and delivering reliable operations (you get what you measure) • Better Visibility into Contractor Performance: Provides a timely and [REDACTED] to allow leadership to understand every Contractor's performance
<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	<ul style="list-style-type: none"> • Increase Enterprise Effectiveness: Accenture ensures seamless coordination between teams by providing an individual who is more than a point of contact for each of the other contractors to rally around • Achieve Shared Objectives: Helps build and strengthen relationships between project staff across teams, which improves collaboration and integration to achieve shared success objectives
<p>Industry Experts and SMEs</p> <p>Accenture's unmatched scale and global reach allows us to bring experts to CalSAWS.</p>	<ul style="list-style-type: none"> • Continue to be a Best-in-Class Solution: Provides insight into topics from [REDACTED] to state-of-the-art architectures for security and performance in the cloud, and more.

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

4.1.2 Collaborating with Infrastructure Contractor for Shared Services

Item # ME-UA2

Describe your approach to working and collaborating with the CalSAWS Infrastructure Contractor to perform shared services, such as security, and supporting services such as Service Desk, production operations and system performance.

4.1.2.1 Approach to Collaborating with the Infrastructure Contractor

In this section, we describe our approach to working and collaborating with the CalSAWS Infrastructure contractor to perform shared services, including security and supporting services such as Service Desk, production operations and system performance. We are also submitting a proposal for the Infrastructure scope of work and understand how the complexities of integrating effective M&E support is essential to successful infrastructure system performance, hardware and software management, and Service Desk management. We also highlight our expectations for the Infrastructure contractor to achieve shared objectives. Our One Team approach for collaborating with the Infrastructure team remains unchanged whether Accenture or another contractor is awarded the Infrastructure scope of work.

With our approach, you get the benefit of proven methods and tools that encourage teams to work together with shared goals. As the only contractor that has worked within this environment for the entire span of the Consortium's existence, our experience has proven the effectiveness of centralized governance, processes, tools, and open communication in collaborating with Infrastructure teams for C-IV, LRS, and CalSAWS to deliver shared services. We base our approach for collaborating with the Infrastructure contractor and other contractors on this well-established foundation and focus on continuous improvement that we use for managing integrated work described in Section 4.1.1.2 Approach to Understand and Agree on Roles and Responsibilities.

Each of these will help address incidents and tickets related to multiple CalSAWS workstreams, providing a comprehensive view of issues which will allow the prioritization of fixes accordingly. This, in turn, will provide more effective, efficient delivery of shared services across the CalSAWS organization.



What Our Clients Say...

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

— Karen Rapponotti,
CalSAWS Policy, Design & Governance
Director

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Centralized Governance Processes



Centralized
governance

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

Open Communication



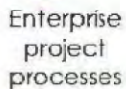
Open
communication


Our approach for open communication, described earlier in Section 4.1.1.2 Approach to Understand and Agree on Roles and Responsibilities, is essential for collaborating effectively with the Infrastructure team.

will focus on developing the enterprise processes for delivering shared services with the Infrastructure team,

which are listed in the next section. We will collaborate with Infrastructure team leads to review and enhance communications protocols that align to those operational processes. This joint development of changes to communication protocols will also include identifying metrics and data that can be shared across teams to provide insight into the progress and health of shared services and shared objectives, which helps drive improvements in communication between teams.

Enterprise Project Processes for Working and Collaborating with the CalSAWS Infrastructure Contractor to Perform Shared Services



 Enterprise project processes

Our approach for working and collaborating with the CalSAWS Infrastructure contractor to perform shared services, such as security and supporting services like Service Desk, production operations, and system performance is based on our M&E team following enterprise processes for effective coordination. The Multi-Contractor Environment Transformation Plan delivered at the beginning of the Transition-in phase will describe our approach for collaborating with the Infrastructure team and Consortium to enhance these operational processes for the M&E Services Plan. The jointly developed processes will ignore organizational and contractor delineations to identify improvement opportunities that benefit the entire CalSAWS organization. In working with Gainwell on CalSAWS GA/GR functionality, we had many opportunities to work through gaps in understanding of the functionality and our scope of work relative to each other. This invaluable experience informs our approach to align on roles, responsibilities, and the plan forward.

Table 4-4 outlines major tasks and activities for how we will collaborate with the CalSAWS Infrastructure team to perform shared services, support the service desk and production operations, and our expectations for how the Infrastructure team will collaborate to support our delivery of M&E services.

[illegible]

- _____

- _____

- _____

- _____

- _____

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As we deliver shared services, our teams will work with the Consortium, DIO and CalSAWS Infrastructure contractor to:

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

Table 4-5 describes the tools and technology we will use to collaborate with the Infrastructure contractor to support shared services such as security and supporting services such as Service Desk and system performance, which are in addition to those provided in Section 4.1.1.3 Tools and Technology, for collaborating with other CalSAWS contractors and teams.

[illegible]

Accenture

4.1.2.3 Results Delivered

Collaborating with other contractors at CalSAWS



Our Approach in Action:

Since 2001, our M&E team has collaborated with the central Service Desk team to review Service Desk service level results and provide ongoing training for upcoming application changes and procedures for diagnosing and resolving tickets. In 2021, our M&E team and the Gainwell Central Print team jointly led the effort to rearchitect CalSAWS correspondence barcodes to support printing on Gainwell's new equipment.

We collaborated with Gainwell to quickly understand equipment requirements, develop the new barcode designs and placement, and jointly test the changes to achieve a key milestone in both the CalSAWS Central Print and DD&I projects.

Our close collaboration on these initiatives and bilateral dynamic with each Infrastructure team were essential and will be key in working in the integrated multi-contractor environment going forward.

Results Delivered:

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

Collaborating with Multiple Vendors for the Texas Medicaid Program



Our Approach in Action:

Accenture worked with multiple state agencies, contractors, and the Texas Health and Human Services Commission (HHSC) to migrate over 70 applications and 400 servers to the state-operated Data Center. After the migration to the data center, Accenture works collaboratively in the multi-contractor environment with Deloitte, CAP Gemini, ATOS by maintaining clearly defined roles and responsibilities, defining shared objectives, participating in calls, and creating solutions to quickly recovering the system.

Results Delivered:

- Minimal downtime during the data center migration
- Rapid system stabilization within 30 days
- Ongoing system availability and performance

4.1.2.4 How We Exceed the Requirement

Our approach for collaborating with the Infrastructure contractor to support shared services will exceed the requirements as described in Table 4-6.

Going Over and Above	Benefit
<div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 80%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div>	<ul style="list-style-type: none"> • Improves Adaptability: Allows processes to better adapt to changes in contractors and organizational structures • Increases Enterprise Effectiveness: Helps identify improvements to processes to benefit the entire CalSAWS enterprise • Achieves Shared Objectives: Provides additional focus on collaboration to drive successful delivery of

Going Over and Above	Benefit
<ul style="list-style-type: none"> Sharing best practices for an incoming Infrastructure contractor on ongoing basis (beyond transition period) 	shared services and achievement of shared objectives for transition-in and beyond
<ul style="list-style-type: none"> [REDACTED] 	<ul style="list-style-type: none"> Improves Integration: Provides focus on infrastructure integration leading to better overall integration and delivery of shared services

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

4.1.3 Major Risks and Proposed Mitigation Strategies

Item # ME-UA3

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

This section addresses major risks and mitigation strategies required to successfully integrate multiple contractors in the CalSAWS environment. These will reduce the potential for scope gaps and risks to the project, and see that existing, ongoing contractor contracts will support integration activities. At the outset of the Transition-in phase, major inherent risks to the multi-contractor environment will be incorporated into the CalSAWS central risk log and CalSAWS Risk Management process and escalated to the CalSAWS Project Leadership team for close monitoring until mitigated. Effective decision-making and successful risk mitigation will require all existing and new CalSAWS contractors to have transparent conversations about these risks and actively participate in the execution of mitigation strategies.

The following tables represent the risks and mitigation strategies related to delivering an integrated multi-contractor environment to CalSAWS. We based the probability, impact, exposure, level, and category based on the Appendix F – Risk and Issues Management Plan of the CalSAWS PCD.

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

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

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

Probability	Impact	Exposure	Level	Category
90%	5	4.5	High	Schedule
Trigger			Customers Impacted	Owner
Identification of a gap that causes delays to the project schedule or cost overruns			CalSAWS Counties, Customers	CalSAWS Chief Deputy Director, Delivery Integration Managers
Risk Description				

Trigger	Customers Impacted	Owner
A new contractor is selected for the future M&E and/or Infrastructure contracts	Consortium, DIO Team	CalSAWS Chief Deputy Director, Contractor M&E and/or Infrastructure Project Manager(s) (as applicable)

Risk Description

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

Proactive Mitigation Strategy

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

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

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

Risk 4: Lack of Effective Coordination with the Infrastructure Contractor

Probability	Impact	Exposure	Level	Category
30%	3	0.9	Medium	Quality, Cost, Stakeholder

Trigger	Customers Impacted	Owner
Lack of coordination between contractors	State, CalSAWS Counties, Customers, Consortium	Accenture Transformation Manager, Release Manager, Application Development team, Consortium Section Directors

Risk Description

Dependencies on the Infrastructure Contractor may disrupt the M&E Contractor in increasing the speed and quality of SCRs, causing delays to release schedules and slowing evolution of the application.

Proactive Mitigation Strategy

To mitigate the risk associated with dependencies on the Infrastructure Contractor, we will:

- **Clearly define roles and responsibilities:** We will support the DIO in developing and documenting clear roles and responsibilities, governance, and transition plans. We outline our related mitigation strategies specific to application evolution and system change requests in Section 4.2 Application Evolution and Section 4.3 System Change Requests.
- **Closely collaborate:** We will enhance communication and transparency by including the Infrastructure Contractor in ongoing release planning and status meetings. Any needs identified for the Infrastructure Contractor will be documented as part of these meetings. We will also deploy Contractor Success Champions to ensure scope and expectations between contractors remain aligned.

If we are selected as the contractor for both M&E and Infrastructure, the risk of gaps between these important CalSAWS components would be mitigated. With our current experience as prime contractor for Infrastructure and M&E, we are uniquely positioned to account for the integration points between M&E and Infrastructure.

Risk 5: Ineffective Change Management and Communication

Probability	Impact	Exposure	Level	Category
30%	3	0.9	Medium	Schedule, Quality, Cost
Trigger		Customers Impacted		Owner
Misunderstandings or lack of communication impacting schedule, cost or resources		Consortium, Contractors, Sponsors, Counties		Consortium, Contractor executives
Risk Description				
The Consortium's vision for the future includes dramatic changes to how CalSAWS will be organized and delivered to the Counties. Managing change and communicating effectively across all aspects of the Consortium, counties, and contractors is essential to meeting that vision. Ineffective management of the change and communication could lead to schedule, quality, and cost issues.				
Proactive Mitigation Strategy				
Our mitigation strategy for the risk of ineffective change management includes the following:				
<ul style="list-style-type: none">• Use the Multi-Contractor Environment Transformation Plan delivered at the outset of the Transition-in phase to manage the approach for communicating and managing these changes across the CalSAWS Project team and stakeholders.• Collaborate with the Consortium, other CalSAWS Contractors, and major stakeholders to identify impacts of the change and affected audiences to manage the communications and strategies for the CalSAWS team's successful adoption of the new multi-contractor organization and associated new and updated processes.• Deploy Contractor Success Champions to lead coordination with other teams and improve communication among your contractors.				
Because early and effective communication is key to successful change management, the communication strategy will document key stakeholders, project roles, communication needs, frequency, media, and file format. We will incorporate communications protocols into the M&E PCD's Communication Management Plan and the CalSAWS OCM Plan accordingly. Ongoing updates to the Communication Management Plan will be part of the PCD and within the purview of our continuous improvement objectives.				

Risks Conclusion

The risks inherent in managing the integrated Multi-Contractor Environment make clear a fundamental source of risk is who does the work. Accenture as your M&E Contractor mitigates these risks more than any other company. We have been your partner for a long time—as we complete the rollout of CalSAWS, we're ready to accelerate the momentum into the CalSAWS future.

4.2 Application Evolution

RFP # 5.3.3.2 (RFP Table # 41)

We have worked collaboratively with the Consortium and CalSAWS contractors—as One Team—to achieve substantial outcomes. As one of the first steps of the CalSAWS migration, together we migrated the application workloads from an on-premises data center to cloud-based hosting, creating greater opportunities for evolution of the CalSAWS application. The Consortium is a leader in technology evolution, from your early investment in web technology for the C-IV System to your adoption of cloud technologies. We are proud to have supported your journey, and we are the right partner to continue supporting you. The following guiding principles have shaped our approach to evolving the CalSAWS application:

[REDACTED]

[REDACTED]

Strengthen Operational Security: By continually enhancing and improving world-class security processes and standards, we help **protect our customers' information** from the ever-changing threat landscape and enable counties to continue providing top tier service.

Lower cost of ownership: By moving to a **cloud-native** serverless environment, the Consortium will **reduce its software licensing and environment maintenance spend**, freeing resources to be redirected to business and legislative changes that keep counties running efficiently.

Increased User Efficiency: A future-proof system means that the Consortium and development teams can **quickly respond** to changing policies and rapidly evolving user needs due to unexpected issues such as a pandemic or wildfires.

Table 4-7 shows the overarching themes—Acceleration Essentials—of our Application Evolution approach for CalSAWS.

What We Bring	What You Get
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]



Your Success Accelerated

- **Unmatched knowledge** of your business operations, your system, and the supporting infrastructure
 - **Low Risk** with an advanced, proven, decoupling approach to modernization and leading technical expertise from AWS and our Accenture AWS Business Group
 - **Faster value realization** with unmatched delivery timeline
 - **Strengthens Security** through an integrated DevSecOps
- Lowest total modernization effort**

What We Bring	What You Get

Table 4-7. The Features (What We Bring) and the Benefits (What You Get) of our Application Evolution approach will enable a future-proof system.

4.2.1 Breaking Down the Application

Item # ME-UA4

Describe your strategy and approach to breaking down the large CalSAWS application into feature modules, prioritizing and decoupling the database, and refactoring the application to evolve the application architecture.
Describe how this strategy will address security considerations, reduce costs, and improve optimization, scalability and flexibility.

We have carefully read the application/architecture evolution requirements in RFP Attachments A2 and B2, the SLA requirements, as well your vision for the next chapter of CalSAWS. We understand that the Consortium seeks to evolve the CalSAWS application and architecture from a monolithic to a modern, scalable, and dynamic cloud-native application architecture. The Consortium expects an approach that maintains the CalSAWS application and architecture throughout the evolution, using automation, artificial intelligence, and machine learning to automate manual tasks to increase accuracy, reduce costs, and improve performance and the user experience. Our approach contains these elements, and additionally furthers the event-driven architecture for operational independence to exceed your requirements.

We propose a solution approach for a rapid, high-quality, and low-risk migration to a microservices-based architecture running smaller applications on independent databases. The new architecture will be modular, more secure, and easy to maintain and will reduce the overall cost of ownership. Our proposed architecture changes will lead to faster developed and deployed system changes. Additionally, they will improve all processes and events, such as case management, batch jobs, task management, analytics and reporting, and security. During and after the architecture migration, staff from the 58 Counties will continue using a system that enables them to serve their customers in a timely and efficient manner.



CLS IME 22.0213

To address this question, we will first describe the overall approach we have chosen to meet and exceed your requirements. We will detail the three major phases of our approach which will include how the application will be broken down into feature modules, our approach to decoupled databases, and how the application will be refactored into an optimal future state application architecture. We will also provide our proposed implementation timeline and explain how this approach will succeed in the multi-vendor environment and the benefits to the approach including addressing security considerations, reducing costs, optimization and creating maximum scalability and flexibility.

4.2.1.1 Overall Approach—Decoupling Based Modernization

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] we will collectively design modular business functions as a bounded context that will become self-contained microservices or orchestration microservices. Through this process we will validate dependencies and the highest value areas to implement first. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



What Our Clients Say...

Accenture brought the best people to build, migrate the legacy data and support the successful implementation of the LA County Leader Replacement System (LRS). The implementation completed on time and on budget. LRS became the core system leading to the migration of the statewide California automated welfare system.

— Hayward Gee,
Former LRS Project Director

2 CLS IME 22.6233

[illegible]

To further streamline and improve county operations, we will take a close look at **task management** as we break down that business function by leveraging a user centric design approach. Task management is unique as it varies by county and requires the project to be fluent in each counties' business process. The best way to do this is by working directly with the counties to identify the best improvements to the existing functionality. Based on these outcomes, we will look for opportunities to streamline task assignment based on demand and availability, how tasks relate to workload assignment, and opportunities for automation, such as auto-closure.

Government	Percentage
Current government	75%
Previous government	25%

Country	Year	Value
Algeria	2010	1.2
Algeria	2011	1.2
Algeria	2012	1.2
Algeria	2013	1.2
Algeria	2014	1.2
Algeria	2015	1.2
Algeria	2016	1.2
Algeria	2017	1.2
Algeria	2018	1.2
Algeria	2019	1.2
Algeria	2020	1.2
Algeria	2021	1.2
Algeria	2022	1.2
Algeria	2023	1.2
Algeria	2024	1.2
Algeria	2025	1.2
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Algeria	2110	1.2
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Algeria	2132	1.2
Algeria	2133	1.2
Algeria	2134	1.2
Algeria	2135	1.2
Algeria	2136	1.2
Algeria	2137	1.2
Algeria	2138	1.2
Algeria	2139	1.2
Algeria	2140	1.2</

Finally, we will create SCRs to track planned changes within respective team backlogs, organized and prioritized by business area.

[REDACTED]. We will start with delivering a decoupled and modernized Case Management business domain and associated correspondence changes. This will serve as the **proof case and establishment of the interim architecture to roll out the rest of the features to reach evolution completion and legacy deprecation.**

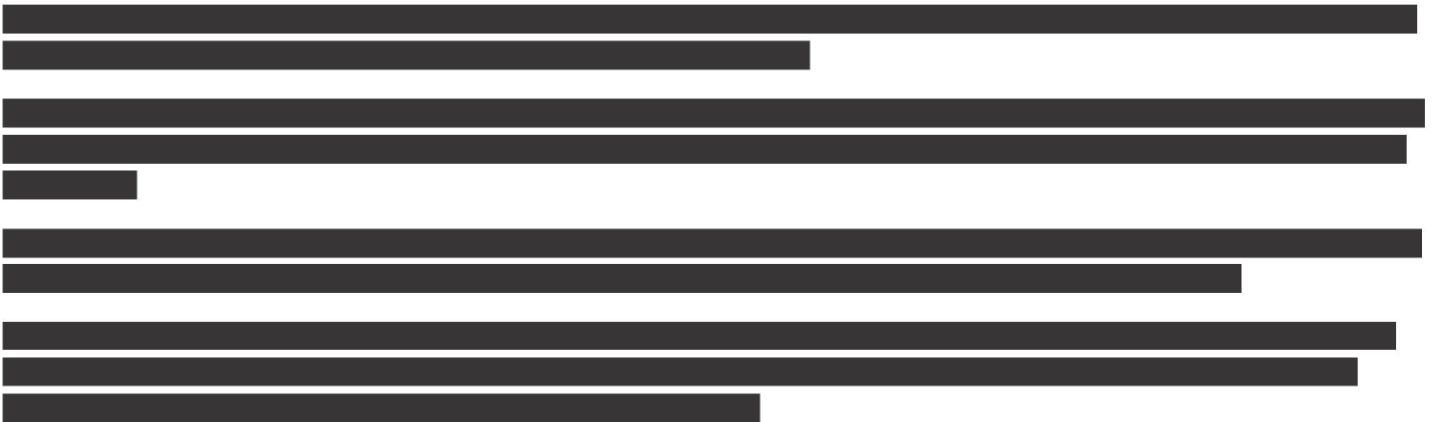
Design and Build for Coexistence of Legacy and New Applications

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confirming new features have minimal impact on current functionality. First, we will use a third-party tool, vFunction, as a Monolith Decomposition Tool (MDT) to decouple and create the microservices. Second, we will add an abstraction layer, enabling us to use either legacy system or new microservices. Next, we will configure a toggling feature, enabling us to turn specific functionality on and off so the legacy and new system can coexist, business operations are never disrupted, and priority SCRs can progress. Lastly, we will configure the feature toggle to block legacy routing and direct all actions to new microservices only. Figure 4-12 illustrates how this approach will work for a legacy function/method.



Figure 4-12. The Decoupling Approach and feature toggle help maintain legacy architecture as we move to a nimbler microservice model.



This approach allows for iteration and minimizes delivery risk and will be done for each feature in the legacy application.

Design and Build for Coexistence of Platforms

[REDACTED]. The microservices use AWS cloud-native services in a serverless architecture to accommodate different patterns for the target applications. We will use the appropriate cost effective and optimized AWS service (i.e., Lambda) based on need.

[REDACTED], the CalSAWS system will benefit from longevity, scalability, performance optimization, and cost efficiencies.

With our extensive knowledge of CalSAWS, we have initiated design and solutioning of the new architecture to qualify and validate our response, and to provide the Consortium with a thoroughly analyzed approach and solution—enabling us to hit the ground running, reducing overall time to achieve the target end state. Figure 4-13 shows an illustrative to-be CalSAWS architecture.



Figure 4-13. The illustrative [REDACTED] is centered around [REDACTED].



As noted previously, we will apply the SCR process to prioritize and implement application evolution changes. We will prioritize the SCRs created in Phase 1, for design and build in Phase 2, with the other SCRs within the same business area. This will promote flexibility—so project teams and stakeholders can effectively respond to priority SCRs during application evolution and focus time on the SCRs that matter the most. Additionally, following the SCR process to implement application evolution changes will confirm that security is part of the process through the lifecycle of the change. As stated in Section 4.3 System Change Requests, security principles will start from design and run through build and testing. This applies to all changes following the SCR process including application evolution. This means that application evolution changes will be designed with security in mind, developer code will be auto scanned prior to checking in the code, and automated security testing will be conducted as soon as the code is deployed to the test environment. Identified security vulnerabilities will be treated as system defects.

Using a **hybrid-agile testing approach**, we will test changes as they are iteratively made to the system. Our team's extensive experience with integrated eligibility allows us to quickly iterate on and

enhance our automated regression test suite, understand how to execute and what to look for in performance tests and keep security in mind in our DevSecOps strategy by continuously verifying application vulnerabilities through the development lifecycle. Full details of how we plan to comprehensively test changes for application evolution are provided in Section 4.2.2.4 (How Changes Will Be Tested)

[REDACTED]

[REDACTED]

Decoupling the Database



As we break down the application, we will simultaneously modernize the database to complement the application evolution. We will bring leading practices from Accenture's Cloud group, including learnings and advisory from Enkitech, a world renown capability in database platforms. [REDACTED]

[REDACTED]

Unlike many other HHS systems—including State-Based Exchanges that support largely MAGI based Medicaid/Medi-Cal programs where eligibility is straightforward and based on a minimal set of rules and data—the CalSAWS integrity eligibility system supports many public assistance programs which have much more complex eligibility rules, verification requirements, interfaces with external systems, and supporting functions like benefit issuance and benefit recovery. [REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

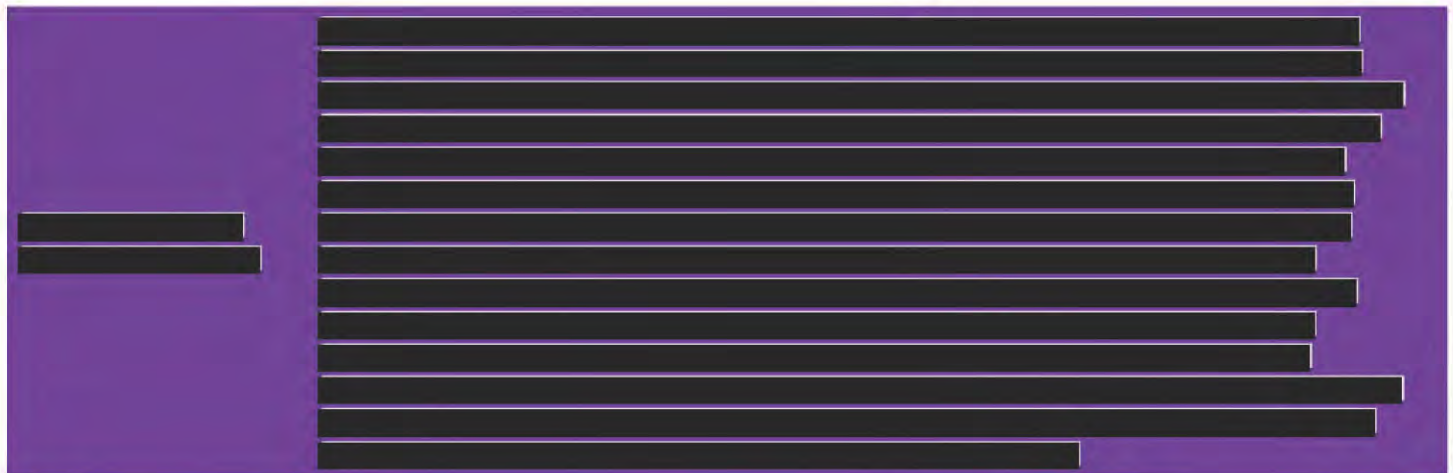
[REDACTED]

We will scale the approach using continuous innovation and automated deployments to modernize the architecture, the business rules engine, and the database with security throughout the change process. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



[REDACTED]

By the end of the evolution journey, we will have moved all business operations to the new modern, scalable, and dynamic cloud-native application architecture. We will complete this in an automated and industrialized manner, so there is no deviation from the rules and principles and no possibility of manual errors in deployment. Operating under the Industrialized architecture comes with an improved lens on operations and supportability and processes that facilitate a more agile workflow to respond to change more quickly. The CalSAWS stakeholders will have the ability to monitor work at the transaction level. Tracing will help not only detect anomalies proactively, but also give the information needed to understand what may be causing them. This will provide additional insights to the infrastructure team's focus on optimization and system performance, and it will facilitate the mitigation of business impacting failures. With more than 10 years of experience decoupling systems, we are well-versed at building the new while running the "old", notably when we created a modern architecture to replace the legacy system for the federal health insurance exchange website HealthCare.gov. Our proposed approach considers leading practices and lessons learned from our previous engagements to define a clear path to evolve CalSAWS into one that is simpler and modular.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[REDACTED]

[REDACTED]

Collaboration with Counties and Other Contractors

We understand the relationship between the Consortium and the counties, and we know that **communication and transparency are critical for the success of the application evolution journey**. As we initiate this process, we will conduct a kickoff with the Consortium, other contractors, and counties. The kickoff will communicate the application evolution objectives, high-level plan, approach for delivering application evolution changes through the SCR process, roles and responsibilities, and what everyone can expect from an ongoing communication plan through the evolution journey. Following the kickoff, we will begin executing the aligned communication plan with the Consortium, other contractors, and counties. We will additionally review progress, accomplishments, and risks on a weekly basis during standing status meetings, and as needed in other governance meetings. We will engage the Delivery Integration Office early in the process and invite input, oversight, and feedback to optimize the flow of communications among the teams.

Modeling after the SCR approach detailed in Section 4.3 System Change Requests, Accenture will work with the Consortium during each application evolution SCR's solution planning stage to identify key stakeholders within the project that will participate in all phases of the SCR, from Solution Planning through UAT and deployment. Our team will continue to work transparently with the counties and the multi-contractor teams, so they are informed on progress and dependencies in a timely manner. To minimize the impact to dependent applications, Accenture will leverage existing API definitions so that applications managed by other contractors will continue to consume the information in the same manner as today. [REDACTED]

[REDACTED]

[REDACTED] Table 4-10 defines the expected responsibility assignment matrix (RACI) for application evolution high-level activities across key technology stakeholders for the Analyze and Decouple and Modernize (Design & Implementation) phases.

Stakeholder	Analyze	Design	Implementation	Comments
Accenture	Responsible	Responsible	Responsible	Responsible for the definition of the application evolution approach, design and implementation.
AWS	Responsible	Responsible	Contributor	Responsible for co-creation with Accenture on approach and design via strategic staffing of AWS solution architects. Contributor during implementation for continuous improvement based on latest knowledge of platform roadmap.
Consortium	Approver, Contributor	Approver, Contributor	Approver, Informed	Approver of analysis, designs, and application evolution SCRs for implementation. Also, a contributor to analysis and design, and will be informed on implementation progress on a frequent basis.
Deloitte, Gainwell, Hyland, others	Informed	Informed	Informed	Informed about plans, schedule, and progress updates.
Counties	Informed	Informed	Informed	Informed about plans, design, schedule, and regular progress updates. <i>(County reports and County specific applications will be impacted by the database evolution and data migrations)</i>
Infrastructure Contractor	Contributor	Contributor	Contributor	Infrastructure vendor will be responsible to run scripts related to database and network.

Table 4-10. Our communications approach considers all parties in the CalSAWS project.

Benefits of this Approach

We identify the benefits of Accenture's business-driven approach to breaking down the application in Table 4-11 centralizing common functionality and decoupling program-unique business logic to create a microservices architecture.

Category	How
Addresses Security Considerations	<ul style="list-style-type: none"> Improved security as fewer environments will exist Embedding security measures throughout the lifecycle of each application evolution change An API-first and event driven approach to securely break down the application by operational business functions
Reduces Costs	<ul style="list-style-type: none"> As microservices only run when in use, this approach will reduce cost for CalSAWS. They also provide flexibility in new technology patterns, extending beyond CalSAWS' existing Java and Oracle platforms, allowing for flexibility in choosing cost-efficient options Reduced risk and impact to interface partners and CalSAWS contractors Eliminates Oracle licensing and maintenance costs within your required timeframes

Category	How
	<ul style="list-style-type: none"> • Reduces AWS EC2 hosting costs • Reduces infrastructure resources to maintain the CalSAWS platform • Utilizes existing and expanded automated regression test scripts to rapidly test changes to ensure no impact to the CalSAWS business process and avoids costly manual testing.
Improves Optimization	<ul style="list-style-type: none"> • [REDACTED] • [REDACTED] • [REDACTED] • Realization of business priorities while operations continue to run smoothly • Rapid spin up or ramp down of lower environments as needed through a single step process via microservices deployment patterns integrated into the CI/CD pipeline • Preservation of the API for interfaces • Decommissioning and removal of middleware components and core databases, using a toggling feature to turn specific functionality on and off • [REDACTED] • [REDACTED] • Embedded continuous improvement process and change management strategies • Utilizes the investment in the creation of the CalSAWS data lake to preserve CalSAWS Reporting/Analytics solution
Addresses Scalability and flexibility	<ul style="list-style-type: none"> • Microservices facilitate self-contained system changes which enable quicker release cycles and scalability ease. • [REDACTED] • [REDACTED]

Table 4-11. Benefits of Accenture's approach and how these advantages are realized.

Continuous Improvement and Innovation



Continuous Improvement

As part of our project-wide Continuous Improvement Program (CIP), we will evaluate and implement ongoing improvements to our methodology for breaking down the application. Improvement areas may include speed, quality, cost, security, user experience, and communication effectiveness. The program will run on a quarterly cycle and will be led by our CalSAWS CIP Manager, Sean Swift. At the end of each quarterly cycle, our CIP Manager will work with our Enterprise Architect Luz Esparza, our application modernization team, the Consortium, and AWS solution architects to:

- Assess opportunities for improvement within application performance throughout the evolution process based on aligned set of KPIs such as transaction completion time
- Evaluate feedback from other contractors on how to continue improving how we manage change
- Review utilization of resources against application evolution and right size environment configuration as needed for cost optimization and performance improvements
- Evaluate AWS and other platform roadmaps for upcoming platform changes. Assess impact of those changes to the application evolution plan
- Conduct quarterly retrospectives to present findings on the current framework and create an action plan of quarterly improvements

4.2.1.2 Tools and Technology

Our solution contains accelerators and tools, described in Table 4-12, that reduce risk, accelerate delivery, and solidify the foundation for lightweight architectures across the Consortium's landscape. These tools will benefit the Consortium by reducing the decoupling effort by approximately 75 percent.

Tool Name	Features and benefits
	<ul style="list-style-type: none"> • [REDACTED]
	<ul style="list-style-type: none"> • [REDACTED]
Cloud Mover	<ul style="list-style-type: none"> • Cloud-native modernization platform to extract efficient microservices automatically and quickly from complex monolithic applications • Automated and faster application code containerization
vFunction	<ul style="list-style-type: none"> • Assessment, documentation, transformation, and refactoring • Automatically decouples and decomposes the application and validates that business flows remain intact, while the current state application continues to function • Achieves up to 99.9 percent of automation with the lowest risk and minimal business disruption
CAST	<ul style="list-style-type: none"> • Detail level assessment of the application and technology footprint to determine technical dependencies and affinity • Validates top-down and bottom-up approach for domain modelling, dependencies, and reduces business risk

Table 4-12. We leverage leading accelerators, tools, and tech to meet your business needs.

4.2.1.3 Results Delivered

Monolithic Application to microservices transformation for Large U.S.-based Telecom Client



Our Approach in Action:

Our client wanted help to design and build a sustainable microservice system to move away from their monolithic legacy system. We assessed the existing legacy application using Domain Driven Design (DDD) and designed a suite of microservices from one application, enabling each microservice to run its own process and communicate with lightweight mechanisms. These microservices were identified and set up based on business work functions to minimize business impacts and increase business value. We tested the modernized microservices for security with security scans built into the pipeline (SCA, SAST, DAST Scans etc.) and targeted Load Testing in performance environment. We used common seed template for the migration of legacy functionality to microservices which resulted in standardization of code, logging, reuse of common template and promoted CI/CT/CD automated infrastructure.

Results Delivered:

- Improve time to market from several hours to push change in production to deployment at microservices level within minutes.
- Increased production resiliency from single point of failure to robust applications with failover capabilities.
- Improved code quality with focus on quality at each microservices level.
- Reduced operational cost with faster issue resolution and optimized infra spend.

Database and Application Modernization for Major Transporter in the Nordics

Our Approach in Action:

The client had a legacy Back Office portfolio that they wanted to **transform to Cloud Native** because of exorbitant license costs both from legacy infrastructure and proprietary software platforms. We helped the client adopt a **Multidisciplinary Model** to minimize costs in all aspects—infrastructure, platform, and applications. We automated Migration Assessments leveraging our Cloud Migration Toolkit and migrated from on-premise Oracle to Postgres on AWS RDS.



Results Delivered:

- Eliminated Oracle database licensing costs by leveraging AWS Relational Database Services
- Modernized proprietary and legacy stacks to Open Source technologies
- Containerized applications to Docker allowing deployment, scaling, and management via Containerization as a Service

4.2.2 Maintaining Legacy Architecture

Item # ME-UA5

Describe how you will maintain the legacy architecture during evolution, how platforms will be kept in-sync, how changes will integrate with existing technologies and networks, how changes will be tested, and any other factors to be addressed, including security.

As the CalSAWS system moves away from its current monolith architecture to a microservices-based architecture, the legacy and future state architectures will operate simultaneously, and we will continue maintaining the legacy architecture until the to-be state is fully realized. This will confirm that the legacy system is up to date and secure, and that the Counties can continue to support business services without disruption.

4.2.2.1 Our Approach to Maintaining Legacy Architecture During Evolution

[Redacted content]

Key Success Factors

- Ongoing legacy system maintenance through iterative evolution journey
- Continuous data synchronization between legacy and new
- Security embedded in approach
- Impact-driven test approach



Figure 4-15. The [redacted]

[redacted]. As described in our staffing approach, Accenture will have two teams, one dedicated to maintaining the legacy system, and one dedicated to the modernization effort. With the dedicated legacy team, defects will be remedied in a timely manner, and required changes will be applied to the services that still exist in legacy, using our transformed SDLC approach described in Section 4.3 (SCRs). In addition, we will continue general maintenance activities—such as platform updates, compliance to security measures, and upgrades to the operating system—maintaining the legacy architecture until the future-state is fully realized.

[redacted] An in depth look at how changes that impact legacy and new services simultaneously will be handled is detailed later in Section 4.2.2.5 Other Factors to Be Addressed. We will add an additional classification for SCRs of Legacy or Modern, so that they can be addressed appropriately and prioritized effectively. We will also tag new SCRs to the "broken-down" business function(s) they impact to assist with prioritization and scheduling.

[redacted]
[redacted]
[redacted]
[redacted]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

4.2.2.3 How Changes Will Integrate with Existing Technologies and Networks

The **API-driven architecture** will facilitate integration of changes with existing systems on the established networks through increased agility and speed in a cloud-native environment. The effort put forth by CalSAWS to implement API architecture helps insulate the system and supporting networks when changes are made and minimize impacts. All changes will follow the SCR process, with changes fully tested on both the legacy and new architecture prior to release to prevent disruption to current business operations. All technologies we have selected for the evolution are compatible with existing technologies, patterns and networks used with the CalSAWS environment.

4.2.2.4 How Changes Will Be Tested

Testing Newly Migrated Services & Validating Legacy

During the Solution Planning phase, we will define the appropriate test approach for each application evolution SCR. We will conduct testing against the system where the changes were made—legacy, new, or both—depending on the approach of the change and apply all test methods mentioned, based on the intended impact of the change.

- **Sprint testing using our hybrid-agile approach** will verify that the change was completed as expected by the definition of the SCR. We will apply this test type to all application evolution changes and it will continuously occur with every sprint, not just at the completion of the evolution SCR. This reduces the need for defect re-work and re-testing, greatly reducing the time it takes to implement the change and increase stability to the application by catching issues earlier in the development lifecycle.
- **Automated regression testing of the legacy and modern service** to make sure there are no impacts to the end-users and the CalSAWS business process by utilizing our existing automated regression testing framework to test the Application Evolution SCR. Our team's extensive experience and application and integrated eligibility knowledge allows us to quickly iterate on and enhance our existing automated regression tests to efficiently validate modern services. Where the change has no impact to end-users, modernized changes can be rapidly tested using our existing Automated Regression Testing framework.
- **Manual testing of new modern service** to validate requirements of the design that cannot be tested in an automated manner.
- **Manual regression testing of the legacy system** for any possible adverse effects of the deployment of the new service on any other areas of the application that cannot be automated. Manual regression test suite may be more targeted or broad depending on the change impacts and dependencies for each application evolution change.
- **Security testing** to verify that new vulnerabilities are not introduced based on the changes on an on-going basis. We will apply this test type to all application evolution changes throughout the development lifecycle.
- **Performance testing** to verify that the application performance is as expected following the modern service changes to all application evolution changes.
- **User acceptance testing** will validate that the intended use of the system by end users was not altered by the change. We will apply this test type as needed to application evolution changes.

The overall benefit of this testing approach is to minimize business disruption, catching items as early in the process as possible. This allows us to continue to maintain CalSAWS while evolving the architecture to a technically viable steady state.

4.2.2.5 Other Factors to Be Addressed

System Change Requests That Occur During Evolution

As described in Section 4.3 System Change Requests, we will conduct a Solution Planning phase for each SCR. During this phase, we will determine if an SCR should be implemented against legacy, target or both architectures by evaluating the release timing against the evolution roadmap. As shown in Figure 4-16, we will encounter situations where we are in progress with evolving a business area while the core M&E team is assigned a priority SCR to implement simultaneously. In such situations, we will implement the change in both the legacy and new architecture following the defined process for implementation and testing.

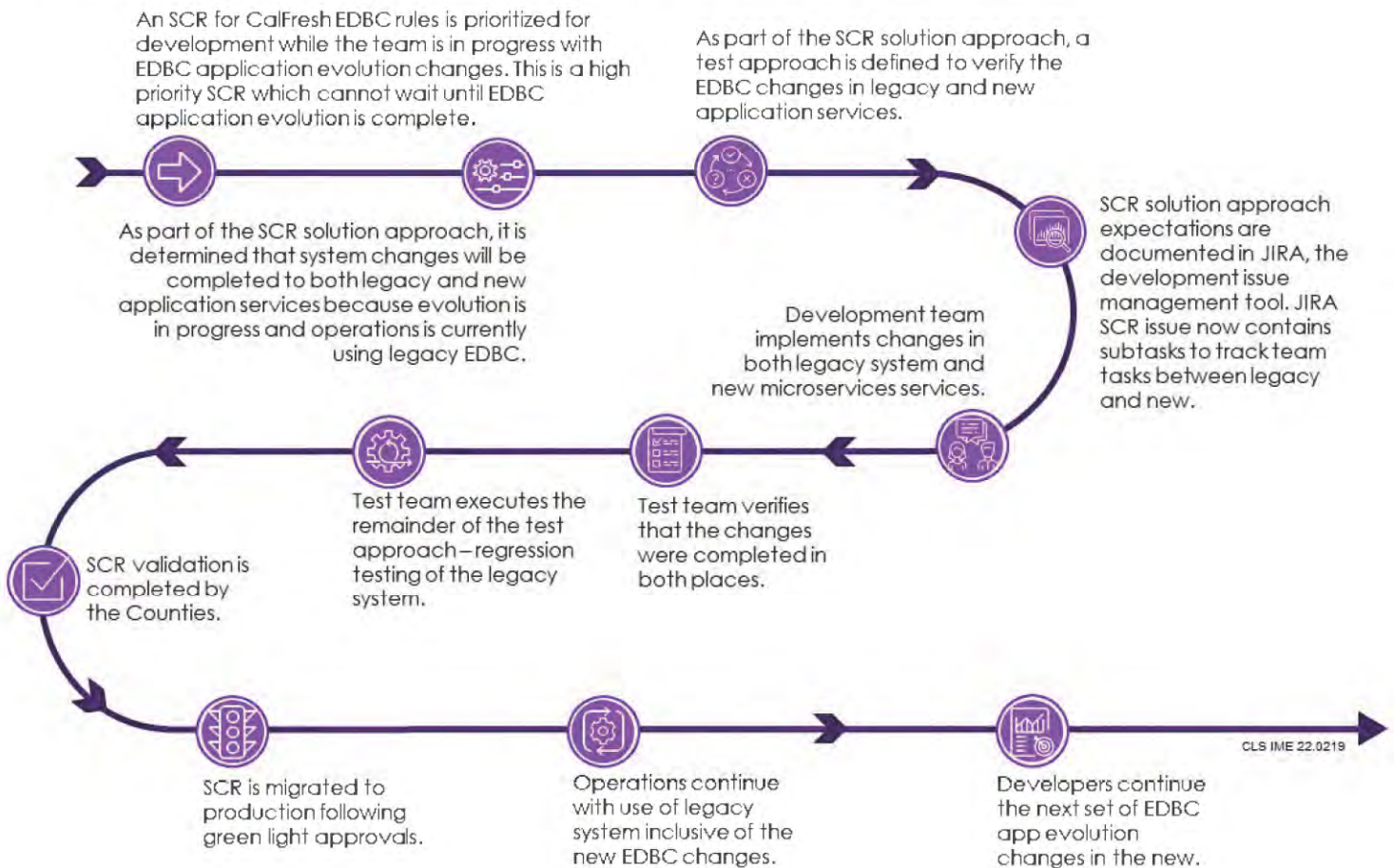


Figure 4-16. How we will address necessary SCRs that impact both legacy and modern services.

Security

Accenture will continue performing individual application security tests for the legacy architecture application code, as well as integrate security within the DevSecOps pipeline by automating a continuous integration/continuous delivery (CI/CD) pipeline that accesses code, logic and application inputs to help detect CalSAWS software vulnerabilities and threats.

We will continue to provide additional security services such as identity and access management, privileged access management, governance, risk, compliance, data privacy, and infrastructure security (firewalls and web application firewalls) as the application evolves to the future state.

Benefits of this Approach:

- [REDACTED]
- [REDACTED]
- Reduces the risk of business operations disruption and brings value early and throughout the evolution journey
- Provides continuous system enhancement
- Enables you to reduce or remove core databases and middleware components and to optimize scalability and application longevity
- [REDACTED]
- [REDACTED]

4.2.2.6 Results Delivered

Reports and analytics functionality re-platform for CalSAWS



Our Approach in Action:

Accenture assisted the Consortium in their request to re-platform approximately 550 legacy dashboards and reports from an Oracle solution to a new cloud-based architecture. This was completed in a two-year timeframe using an Agile methodology and the SDLC approach, in collaboration with various stakeholders and user groups. An Agile-like release schedule was implemented to allow reports to be re-platformed over time, and to support development per release.

Results Delivered:

- Developed a Proof of Concept to identify the best solution for CalSAWS and created an inventory of Oracle business intelligence legacy reports to determine artifacts that required re-platforming.
- Legacy reports were reverse engineered to verify cloud compatibility, informing subsequent report design and development.
- Thorough assembly, system, and client testing was conducted prior to a production soft launch to a subset of users, and thereafter, a hard launch of reports was deployed to production to all users.

Maintaining monolithic application for Large U.S.-based Telecom Client

Our Approach in Action:

Our client wanted to transition away from a monolithic application to a nimbler microservice architecture and was concerned about maintaining the monolithic application while starting the new approach. The syncing of data between the old and new platforms was a priority to prevent any data mismatches or delayed updates. Accenture proposed an automated deployment approach to manage the legacy and microservice architecture and event-driven architecture to integrate changes between business functions so that dependent services and external contractors were not impacted. By using an API Gateway and Anti-corruption Layer, we detached the monolith from legacy technologies and revealed new entities and functions that could be decomposed.

Results Delivered:

- The transition to a microservice architecture enabled the regression testing of the application and reduced the likelihood of a large impact to the overall application.



4.2.3 Furthering the DevOps Model

Item # ME-UA6

Describe your approach for furthering the DevOps model and the use of Infrastructure as Code within the CalSAWS environment.

We understand CalSAWS' unique system landscape and will use DevOps to enable collaboration between the development and operations teams. This combination of methods, practices, and tools delivers application changes more rapidly. Our approach exceeds your expectations by furthering the current DevOps model and introducing DevSecOps and **Infrastructure as Code**. Building on the traditional DevOps model, we will meet your objectives of **enhancing security** practices, increasing team productivity, reducing maintenance efforts, and improving time to market and quality.

4.2.3.1 Our Approach to Furthering the DevOps Model

As we evolve the CalSAWS applications into modern serverless microservices-based architecture, we will use DevSecOps to seamlessly support current and new architectures while providing service continuity. Our approach establishes end-to-end capabilities and processes that will enable the Consortium to deliver secure, high quality work products. DevSecOps takes the DevOps model and wraps security as an additional embedded layer within the iterative development and operations process. This helps identify vulnerabilities and mitigation strategies early and evaluate them throughout the development process. By shortening the feedback loop between performing and passing security checks, teams can decrease the number of issues that would otherwise be identified later. This improves the overall security of the applications and environments.

Key Success Factors

- Fully automated deployments
- Unified DevSecOps platform
- Bringing security to DevOps as DevSecOps
- Iterative implementation throughout application evolution

As we evolve to the DevSecOps model and improve security, we will address several key objectives as shown in Table 4-13.



Introduction of a DevOps platform



Unified DevOps platform for legacy and new microservice based applications








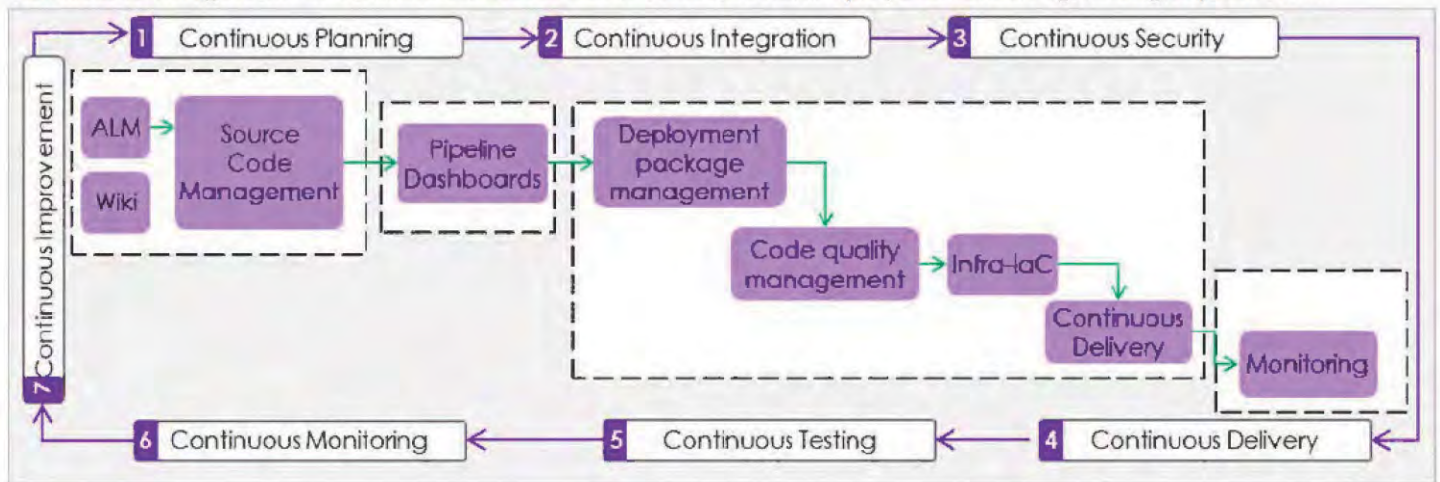
	Automated deployments	➔	Automated DevOps process and deployment pipelines with ability to deploy for a specific County or across Counties
	Elevated automated testing	➔	Increased automated testing through DevOps process—sanity testing, functional regression testing, security testing
	Reduced backlog of development work	➔	Improved development team productivity through increased capacity with the shift to automation
	Automated environment management	➔	Automation for Infrastructure as Code as part of the pipeline
	End-of-life technology solutions	⊗	Eliminated dependency on end-of-life support products like Bitbucket (server version)
	Reduced number of products in use	⊗	Simplified toolset, with GitLab replacing tools like Jenkins, Confluence, JFrog, and Bitbucket, amongst others
	Improved maintenance costs	⊗	Optimized infrastructure spending in patching, upgrading, and updating activities

Table 4-13. Our solution comprehensively addresses key DevOps objectives for CalSAWS.

To enable this, we propose an enterprise platform solution called **GitLab CI/CD** that will be hosted on the CalSAWS AWS account. Through a centralized self-service enabled DevSecOps platform, we will unify the teams and enhance traceability and accountability through an end-to-end integrated DevSecOps pipeline. We incorporate stage gates to provide a closed-loop feedback mechanism—delivering the CalSAWS applications with quality and speed while minimizing the cost of ownership. We will align the GitLab platform with the source code management strategy and create standardized templates, enabling automated environment creation and decommissioning. **This allows us to rapidly spin-down those environments once environments are no longer needed or required for specific functions. This will also help free up financial resources to fund future innovation.** We will apply continuous rigor to automation across the delivery pipelines—from the infrastructure build-out to software development. This minimizes potential human error and creates delivery efficiencies. Figure 4-17 describes the end-to-end DevSecOps process using a single platform.



CLS IME 22-0192

Figure 4-17. A unified DevSecOps platform brings end-to-end automation to software delivery.

Our M&E team will work collaboratively with the various contractor groups, including your selected Infrastructure Contractor, the DIO, QA team, and other contractors as appropriate to enable DevSecOps and the use of Infrastructure as Code as applicable working with the Infrastructure Contractor to enable the required infrastructure, operating under a unified DevOps model and platform to evolve environment maintenance. We will jointly align expectations and determine appropriate DevSecOps roles amongst the contractor groups, avoiding duplication of roles. More importantly, we will follow a customized terms of reference and tailored governance plan for how we operate as one integrated team focusing on DevSecOps elements.

Should we be selected as your Infrastructure Contractor, we will leverage integrated and efficient handoffs within the Accenture teams to further enhance the DevSecOps workflows. As an example, our development teams will build the **Infrastructure as Code** scripts based on the Infrastructure Contractor's requirements, and transition knowledge to the Infrastructure Contractor for ongoing environment maintenance. We further detail these activities in the following list:

- **Continuous planning:** Integration of ALM with source code management and pipeline optimizes the delivery with insights and enables teams to improve productivity
- **Continuous integration:** Automating code reviews, unit test, and quality gates enables early identification of issues with continuous feedback
- **Continuous security:** We will integrate security testing into the pipeline prior to code check-ins and deployments. To maintain testing coverage and effectiveness, we will use testing tools alongside GitLab security services such as code scan, SAST, and DAST
- **Continuous delivery:** Enabling automated infrastructure provisioning and management, support for progressive, repeatable and on-demand deployments
- **Continuous testing:** Integrating functional, non-functional & security testing with the pipeline along resulting in higher quality and faster releases. The GitLab Auto DevSecOps CI/CD templates will have embedded security (DAST) and test case management tools
- **Continuous monitoring:** Enabling observability, telemetry, and enhanced monitoring solution by integrating with monitoring tools
- **Continuous improvement:** We will identify KPIs and metrics across system builds, code quality analytics, team productivity, and continuous monitoring

Infrastructure as Code

Our proposed solution will leverage the AWS SAM (Serverless Application Model) framework to define and build the serverless application to be deployed on the Lambda based architecture. For the frontend, we will leverage the AWS Amplify framework and libraries. Both SAM and Amplify will be integrated with CalSAWS CI/CD pipeline for a seamless DevSecOps experience.

To support the unified DevSecOps platform approach, we will consolidate the existing toolsets to GitLab. This provides the Consortium an integrated tool across ALM, source code, build, pipelines, testing, and Infrastructure as Code through a single license cost with minimized maintenance across product types. AWS has reviewed and jointly recommends this approach for the CalSAWS project. Table 4-14 describes our approach to migrate tools currently in use. Jira will continue to be maintained for requirements management, integrating with GitLab and new pipeline tools as part of the evolution.

Current tool	Migration tool	Target tool	Benefit of target tool
Bitbucket	Congregate	GitLab	<ul style="list-style-type: none"> • Single license cost as part of the Gitlab Enterprise platform and single user interface across the tools
Jenkins (pipelines)	Auto DevSecOps	GitLab CI/CD	<ul style="list-style-type: none"> • Build, code quality, security, artifactory tools integrated with Gitlab for easy management of platform

Current tool	Migration tool	Target tool	Benefit of target tool
Confluence	Custom scripts	GitLab Wiki	<ul style="list-style-type: none"> • Easy to scale and brings in Auto DevOps to automatically configure the pipeline • Built in Wiki within Gitlab platform enables collaboration • Optimize the cost with single license for Gitlab platform
JFrog (artifacts)	Custom scripts	GitLab container registry/package registry	<ul style="list-style-type: none"> • Single user interface across all the tools

Table 4-14. We will streamline tools for CalSAWS through GitLab platform.

Other GitLab components that will be used in the Future DevOps model are shown in Table 4-15.

Tool	Features and benefits
ALM	<ul style="list-style-type: none"> • Supports team organization, planning, tracking, design management, and enables traceability • JIRA will be the primary ALM for requirement management and integrated with Gitlab. JIRA will be integrated with SCM and CI/CD to enable traceability
SCM	<ul style="list-style-type: none"> • Source code management with code review, collaboration, feature flag, approval workflow, Web IDE • Integrated with ALM, CI/CD and single cost as part of the Gitlab Enterprise
Wiki	<ul style="list-style-type: none"> • Enables project/group-based documentation • Built-in Wiki within the Gitlab Enterprise to help optimize the collaboration tools cost
CI/CD	<ul style="list-style-type: none"> • Technology specific pre-defined templates (including serverless) • Automatic creation of pipelines (Auto DevOps) • Supports complex, simultaneous deployment across environments • Provides all essential tools required for the build, code quality, security (SAST, Image scanning), testing, and deployment
Container registry/package registry	<ul style="list-style-type: none"> • Package/container registry to store packages/container images and their dependencies • Dependency proxy to serve as intermediate packages repository • Built-in repository integrated with CI/CD via the GitLab platform (no additional tools required for storage)

Table 4-15. We have selected leading accelerators, tools, and technology to meet CalSAWS' specific needs.

In summary, the DevSecOps model we propose embeds security, quality, and Infrastructure as Code into a unified and automated DevSecOps platform. We will implement the DevOps evolution through a four-step approach illustrated in Figure 4-18.

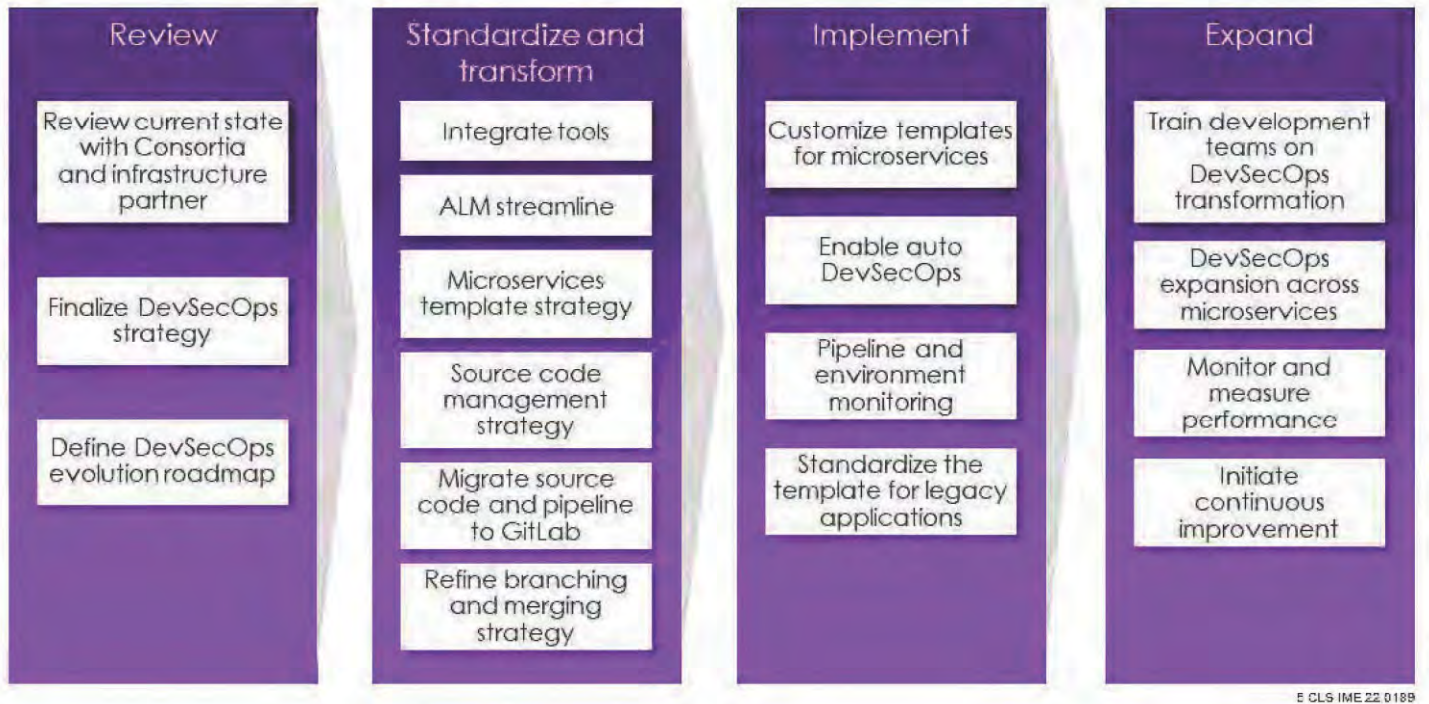


Figure 4-18. We propose a four-step DevSecOps implementation approach that embeds Security, Quality, and Infrastructure as Code.

[Redacted content]



Figure 4-19. Our proposed DevSecOps

Benefits of this Approach

Our approach uses the DevSecOps model—recognized as a leading industry methodology, using recommended practices to manage infrastructure and services, and provides the following benefits:

- Rapid spin up or ramp down of lower environments as needed through a single step process via microservices deployment patterns integrated into the CI/CD pipelines.
- Improves speed and quality and provides the teams with a unified platform using GitLab.
- **Faster development and deployment cycles, and improved security** coupled with the migration to a **native cloud environment, creates enhanced developer productivity and experience.**
- Automated capability that triggers a standardized templated pipeline inclusive of build, test, deployment, and quality gates.
- **Flexible, scalable, stable, and delivers continuous enhancements** to address business and policy requirements.
- With security at the forefront, we will employ automation processes at appropriate phases from development through deployment, accessibility through role-based access control for users, and improved security as fewer environments will exist.
- Simplify DevSecOps process by replacing existing DevOps tools like Bitbucket, Jenkins, Confluence etc. with one GitLab tool. The new proposed GitLab tool has the capability to support the current monolithic architecture (while it is getting decommissioned) as well as the new serverless microservices solution with minimized effort to manage various tools and pipelines.
- Managing the DevSecOps infrastructure and multiple tools requires lower effort and can be easily scaled while licensing costs are optimized.

Continuous Improvement and Innovation

The DevSecOps model is based on automation as a foundational process, supported by tools and team capability. Continuous improvement is a key component of the DevSecOps model. We will perform ongoing monitoring to measure and calibrate DevSecOps across the system. We measure DevSecOps performance using DevOps Research and Assessment (**DORA**) **metrics, which provide real-time performance measurements on the system builds, code quality analytics, team productivity, and insights specific to business areas.** We will conduct design sessions with Consortium staff to collectively design specific metrics for evaluation and continuous improvement. Using dashboards, we can identify where to focus attention and improve efficiency.



As part of our project-wide Continuous Improvement Program (CIP), we will leverage the DORA insights and qualitative team feedback to evaluate and implement ongoing improvements to our DevSecOps model. Improvement areas may include speed, quality, cost, security, user experience, and communication effectiveness. The program will run on a quarterly cycle and will be led by our CalSAWS CIP Manager, Sean Swift. At the end of each quarterly cycle, our CIP Manager will work with our DevSecOps team to:

- Identify quarterly highlights and opportunities for improvement
- Review performance metrics and suggest improvement opportunities
- Conduct a quarterly retrospective to present metrics and improvement areas, seek feedback, and adapt for the next cycle

4.2.3.2 Results Delivered

Rapid and automated deployment with DevSecOps at the U.S. Department of Education



Our Approach in Action:

The U.S. Department of Education's (DOE) Office of Federal Student Aid processes 23 million applications and 48 million disbursements annually. The DOE wanted to improve the experience for students, borrowers, institutions, and employees, while realizing cost savings and improving security.

Results Delivered:

- Provided DOE with a single deployment approach that enabled a safe, rapid, and compliant transition from a mainframe platform to FedRAMP-authorized AWS
- Increased in automation helped reduce the number of resources used to deliver system changes.
- CI/CD pipelines integrated with the container platform to enable delivery of consistent, secure, and fast packaging of each application.
- Improved the experience the DOE employees, while introducing cost savings and enhanced security.

4.2.4 Key Challenges and Risks to Evolving the CalSAWS Core Databases, Middleware and Other Components

Item # ME-UA7

Identify key challenges and risks to evolving the CalSAWS core databases, middleware and other components to align with the existing AWS architecture.

The CalSAWS migration from the current architecture to a more modular, nimble, scalable, and technologically advanced microservices architecture brings with it several business and technical considerations. As we introduce new methodologies and frameworks to meet the needs of the Consortium, we outline our strategies to help you reduce risk, realize application longevity, increase speed and reliability of delivery, optimize performance, reduce costs, and improve user experience.

We understand the complexities involved with this transformation, and with our depth of knowledge of your environment, we highlight potential risks and challenges and associated mitigation tactics. In this section, we focus on risk mitigation methods that have been successful in large scale, complex, and critically dependent migrations.

The following tables represent the risks related to evolving the core components of CalSAWS and how we will mitigate these risks. We have based the probability, impact, exposure, level, and category on Appendix F – Risk and Issues Management plan.

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

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

Risk 1: Disruption to Business Operations During Application Evolution

Probability	Impact	Exposure	Level	Category
30%	5	1.5	Medium	Quality
Trigger			Customer impacted	Owner
First production release of new microservices			County users, Clients	Application development team, AWS, QA teams
Risk description				
As the CalSAWS application and database are broken down and evolved, system disruptions to business operations and end users become a possible risk.				
Proactive mitigation strategy				

To avoid disruptions to business operations, our mitigation strategies include:

- **Seeding the Microservices team with knowledgeable Application Development resources:** By seeding the Microservices team with existing CalSAWS Application Development resources who understand the intricacies of the current application, we lower this risk. With our knowledge of the business and the monolithic code base, the CalSAWS functional and data dependencies of the system and potential effects

on end users that transitioning to a microservice model may have, Accenture is uniquely positioned to support the Consortium's vision.

- **Performing comparison testing:** In addition to thorough standard testing, we will perform comparison testing to identify differences in outputs for a bed of automated test scenarios that run in the legacy and new systems.

Risk 2: Data can get out of sync, causing issues with data quality

[illegible]

Risk 3: Balancing Application Evolution with Other Priority SCRs

Probability	Impact	Exposure	Level	Category
30%	3	0.9	Medium	Schedule, Cost
Trigger		Customer impacted		Owner
SCR prioritization and approval process		The Consortium		Stakeholders (SCR Committees), Product owners, Application development teams, QA teams
Risk description				
Decomposing the monolithic code base is a complex process that requires dedicated and prioritized effort across project teams. This effort is a strategic balance with other priority SCRs, such as new State policies. While Accenture plans to work with the Consortium to approve and implement both application evolution and other SCRs during the same timeframe, there is a risk that other SCRs may take priority over application evolution SCRs.				
Proactive mitigation strategy				
We will treat application evolution as the organizational change that it is. We will begin with a kickoff meeting to align various participants—the Counties, Consortium, State stakeholders and other contractors—on the objective, the timeline and how these changes will be facilitated through the SCR process. From there, continual communication with stakeholders and continuous backlog grooming within the SCR process will confirm that application evolution SCRs are prioritized alongside all other priority SCRs.				
The risk is lower with Accenture because we have existing relationships with the stakeholders and the Consortium and know what is expected and how it is expected to be done. We are well equipped to manage this risk and advise the Consortium on application evolution SCRs approvals as they relate to other SCRs within the same business domain. As priority conflicts arise, we will provide guidance regarding the order of operations or concurrent changes based on the nature of the change, the change impacts, the expected delivery date. Our role is not to simply check a box and deliver application evolution changes and other SCRs separately, but to deliver both in the most effective manner by the same project team.				

Risk 4: Delays in Decision Making Could Impact Proposed Evolution Timeframe

Probability	Impact	Exposure	Level	Category
30%	2	0.6	Low	Schedule, Cost
Trigger (s)		Customer impacted		Owner
Delayed Domain Driven Design (DDD) approval, UAT readiness		The Consortium, County Staff		Consortium, Application development teams, AWS, Stakeholders (County Committees)
Risk Description				
Timely approvals are critical for achieving the proposed implementation timeline for the application evolution.				
Proactive mitigation strategy				
We will take a co-creative approach, alongside AWS and the Consortium, to the design phase and establish proactive communication when stakeholders, and contractors are potentially impacted by upcoming changes. We will facilitate design sessions and review incremental outputs throughout.				
Accenture comes in with the knowledge of what design changes will create downstream impacts to County reports and applications or to other contractor managed applications, further minimizing the risk. Any other contractor would depend on the downstream technical teams to identify the impacts to their applications. In contrast, we already know them. We will proactively target and handle associated design reviews to drive				

confidence, collaboration, and better outcomes. Accenture also understands the level of quality and the type of information that the Consortium expects from design documents, given our experiences with CalSAWS to date. With this knowledge, and socializing the design early and often, we minimize the need of lengthy reviews and feedback, or churn on the UAT test plan, reducing the overall risk of timely decision making on the schedule.

Risk 5: Degraded System Performance After Migrating from Oracle

Probability	Impact	Exposure	Level	Category
30%	3	0.9	Medium	Quality, Schedule
Trigger (s)		Customer impacted	Owner	
Performance test results show degraded performance with the new database		The Consortium, County Staff	Infrastructure Contractor, Database Admin Team, Application Development Team	
Risk Description				
A new database may not allow the use of specific Oracle features and after many years of tuning the Oracle database, the loss of this tuning as well as business logic in stored procedures could result in performance degradation.				
Proactive mitigation strategy				
[REDACTED]				
[REDACTED]				
[REDACTED]				
[REDACTED]				
[REDACTED]				
[REDACTED]				
[REDACTED]				
[REDACTED]				
[REDACTED]				
[REDACTED]				

Challenge 1: Counties inability to migrate to the new data model

Trigger (s)	Customer impacted
Counties request extra time to evolve their ad hoc approach	The Consortium, County Staff
Challenge Description	
Counties' inability to migrate their ad hoc processes to the new data model in a timely fashion will require the project to continue supporting the existing ad hoc database(s) but that will increase hardware, software, and AWS costs.	
Potential Resolution Strategy	
We recommend that the Consortium and Accenture begin socializing this need with all affected Counties as soon as possible. We also recommend that we work with the affected counties to create a plan to move them from their current ad hoc approach to the CalSAWS data lake prior to completion of Oracle migration. This task will be lengthy because counties have competing priorities and varying IT staffing levels and proficiencies. Additionally, given the extent of involvement of Consortium and Accenture resources to onboard each county to the CalSAWS data lake, it will be impractical to onboard all the counties at once. As such, we also recommend that the Consortium begin these activities under Accenture's current CalSAWS contract to allow the counties maximum time to adopt to the CalSAWS data lake and increase their likelihood of success.	

4.2.5 Key Challenges and Risks to Establishing the DevOps Model

Item # ME-UA8

Identify key challenges and risks to establishing your DevOps approach.

We understand that adopting a new framework to completing tasks will be a challenge. Some of your challenges in the Waterfall ways of working create delays in delivery, a large product backlog, and significant caseload churns. We understand that timeliness is critical to serving Californians and that it will take time to obtain stakeholders' buy-in, facilitate training, and engage in new processes.

We will reduce the number of tools and technologies currently in use by introducing a unified DevSecOps platform where the legacy and new architecture will coexist. By using pipeline as code, we will accelerate application modernization. Working with the Consortium, we will create a standardized and templated process across the applications, resulting in productivity and quality improvements.

The following table represents the risks related to establishing the DevOps model and how we will mitigate these risks. We have based the probability, impact, exposure, level, and category on Appendix F – Risk and Issues Management plan.

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

Risk 1: DevOps Implementation Delay Due to Tool and Data Landscapes

Probability	Impact	Exposure	Level	Category
30%	3	0.9	Medium	Schedule, Cost
Trigger	Customer impacted			Owner
Unexpected tool customization or challenges in data	Consortium			Application development teams and application operation teams
Risk description				
We propose GitLab Enterprise Platform as an end-to-end tooling solution, which requires migrating multiple tool and data landscapes. There is a possible delay in the DevSecOps implementation timeline based on the complexity of the data and the need for customization based on the CalSAWS environment.				
Proactive mitigation strategy				
By migrating all data parts of existing tool and data landscapes to the GitLab Enterprise Platform, we will help the Consortium manage data more efficiently by working on a single platform. To mitigate delivery risks, our approach contains a one-month assessment focused on the application data and tool customization to create a detailed roadmap for the migration ahead. Furthermore, we will enable coexistence of the legacy and new platforms, maintaining the legacy during the migration until the to-be state is realized.				
Accenture has a long-standing partnership with GitLab and access to their services and support. Our proposed solution migrates the codebase and pipelines to a centralized platform, whereas other solutions may not provide the ease and accessibility of a unified DevOps platform.				

4.3 System Change Requests

RFP # 5.3.3.3 (RFP Table # 42)

The CalSAWS counties expect a high-performing system that is secure and stays current with policy, regulations, and rapidly changing user needs. Our proposed SCR approach brings agility and collaboration, just as we did several times when wildfires and power outages necessitated reissuances of CalFresh benefits. We understand the importance of a nimble multi-contractor environment as demonstrated when our team worked quickly to integrate the new BenefitsCal application programming interfaces. This same transparent, inclusive approach is what the CalSAWS Consortium can expect from our team as we lead the project's system change requests (SCR) transformation. We have based our solution on the following guiding principles.

Enhanced communication: Transparency with committees will generate stronger alignment with their priorities, giving them increased involvement in the prioritization of changes and design process.

Faster development and deployment of system changes: When system changes are **implemented quickly and high priority requests are fast-tracked**, county users can effectively perform their jobs and deliver benefits to clients while meeting new policy expectations.

Strengthen operational security: When security is part of every step of the development lifecycle, we execute on the responsibility to enable business processes and handling of customer information with extreme care. We protect your customers and your organization.

Outstanding customer experience: Building UCD principles into the SCR approach creates system designs that reflect the **actual needs of end users**, giving them functionality that is most useful and intuitive to them—and improved customer experiences.

High quality releases: When users encounter problems with the systems, it disrupts their workflow, creates confusion, and ultimately delays service. By continuing to maintain a **laser-focus on quality**, users can do their important work to deliver accurate and timely determinations for all programs.

Table 4-16 describes the overarching themes—Acceleration Essentials—of our SCR approach:

What We Bring	What You Get
A Hybrid-Agile methodology using both Waterfall and Agile methodologies	Ability to move faster: Flexibility to respond to changing priorities and complete projects quickly
Early value delivery using an incremental delivery approach	Improved user experience: Faster delivery of changes to users
Security first approach: Security-embedded development (DevSecOps)	Security built in from the start: A more secure application with reduced risk of security threats
Multi-functional teams: Designed for greater integration and synergies	Increased efficiency: Easier capacity planning and fewer competing priorities
User-centered design: User at the center of everything we do	Better user experience: Higher degree of user adoption and greater customer satisfaction

Table 4-16. Our SCR approach allows us for faster development and deployment of system changes.



Your Success Accelerated

- Hybrid-agile methodology providing speed and flexibility for SCR delivery
- Multi-skilled full stack delivery teams accelerating solutions and reducing dependencies
- Holistic UCD approach with best practices from Accenture SONG
- Intelligent Application Security Platform to strengthen security measures
- Continuous improvement

4.3.1 SDLC Methodology

Item# ME-UA9

Describe the SDLC methodology you will use to deliver CalSAWS application changes.

4.3.1.1 Our SDLC Methodology

As the CalSAWS Project moves out of the migration Design, Development, and Implementation (DD&I) phase, the Consortium expects faster time to SCR delivery. This section describes the SDLC methodology we will use to deliver CalSAWS application changes. [REDACTED]

[REDACTED] This nimble, quicker approach will enable the Consortium, the counties, and all contractors to lead with value and accelerate the momentum of innovation.

Our proposed SDLC methodology—Hybrid-Agile—is based on best practices from implementations across the country. This aligns with your vision to produce development outputs quickly [REDACTED] for upfront planning and testing as needed. In this model, changes are made in smaller, more frequent releases using an iterative approach. We solicit and incorporate [REDACTED] [REDACTED] early in the development process and more frequently.

The project's current Waterfall methodology centers around larger releases and slows down delivery of simple SCRs. The Release When Ready (RWR) exception process was instituted to enable simpler SCRs to be promoted to production quicker. In the midst of the COVID-19 pandemic and with the support of the Consortium, the CalSAWS Accenture team implemented a new RWR process and deployed over 500 SCRs via this new process, accelerating system enhancements for the counties. We embrace the opportunity to institute a new SDLC to drive outputs to committees and end users quicker versus depending on an over-used exception process. With the Hybrid-Agile approach, we strategically balance speed with quality and enable continuous feedback, as illustrated in Figure 4-20.

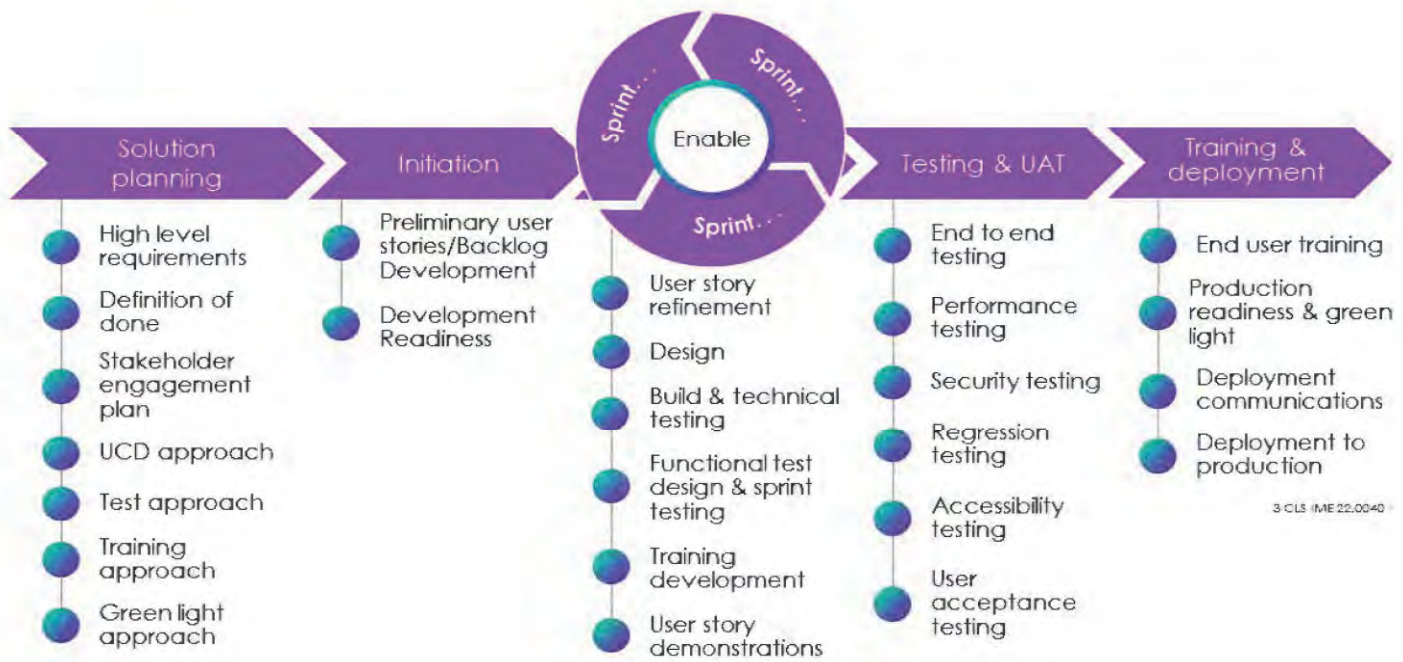


Figure 4-20. Our proposed Hybrid-Agile approach enables quicker SCR deployment for CalSAWS.



In our proposed Hybrid-Agile process, we begin the **Solution planning phase** after confirming a prioritized set of SCRs for a team. Product owners, stakeholders, and development staff define the minimum viable product (MVP) and the "definition of done." Based on the SCR impact, we create key solution plans, such as [REDACTED]

[REDACTED] The ultimate objective of the Solution Planning phase is to develop a shared vision of what the change needs to address, how the change will drive value, what process the change will follow, and to approve the change for implementation. In this phase, we will also create the approaches for UCD, testing, training, and green light. [REDACTED] we update or groom the SCR backlog on a biweekly basis. This confirms that top priority system changes are clear and ready to go into solution planning each time.

During the **Initiation phase**, we define preliminary requirements as user stories and add them to a backlog. We write requirements as user stories so that the user need drives the solution. In the **Enablement phase**, we develop solution artifacts against prioritized and approved user stories in short increments called sprints. Within a sprint, the team refines user stories, creates functional design, technical design, software and technical artifacts, test design, and training development when applicable. The team additionally completes sprint test execution and priority bug fixes. During the sprints, the team seeks feedback [REDACTED] as applicable on design decisions. At the end of each sprint, we conduct demonstrations with key stakeholders to review the application changes, collaborate and discuss feedback, and prioritize feedback for future sprints. Iterative design and demonstrations facilitate quicker decision making, foster ongoing collaboration with stakeholders, and receive end user feedback frequently.

An MVP can be developed in a single sprint and deployed during the next scheduled production release, which can be as quick as every two weeks. This Agile process will be facilitated using the DevOps solution GitLab (as described in Section 4.2.3). Alternately, larger SCRs will require multiple sprints. In the event of multi-sprint SCR development efforts, the sprint cycles are followed by the **Testing and user**



acceptance testing (UAT) phase. This phase focuses on additional testing as defined in the Solution Planning phase to be required. Additional testing should be planned based on change impact of an SCR. The Testing phase completes when all planned testing is executed, and related defects are resolved or deferred to the backlog for a future release.

In the **Training and deployment phase**, we conduct user training when required and migrate the changes to production for use. When training is required, the training requirements are defined during solution planning, and training materials are developed during sprints. The objective of this phase is to execute the training, complete production readiness activities, gain green light approval, and deploy the changes to production for use. During this phase, the project team will typically begin solution planning for the next SCR while the current release is moving into production.

Example: New State Policy Is Released

To showcase how the proposed Hybrid-Agile process will work at CalSAWS, let's take an example scenario in which an All-County Letter (ACL) is released, defining a new CalWORKs State Form that needs to be sent to Work Registration Exempt adults on a monthly basis starting in the next three months. Table 4-17 walks through the phase-by-phase process for this scenario.

[illegible]

Implementation Timeline for SDLC Transformation

Our SDLC transformation will be led by Sean Swift, our proposed Transformation and Continuous Improvement Manager. He has 15 years of experience serving the CalSAWS and C-IV projects and 20 years designing and integrating solution, business, and technical processes for health and human services projects. Having led teams of 300 employees to implement thousands of systems change requests, Sean also brings nationwide integrated eligibility thought leadership. Drawing on his established relationships and understanding of the project, Sean will lead communication and engagement with committees.

The guide will detail the new processes, tools, deliverables and approval process, roles and responsibilities, meeting cadence, implementation plan, and frequently asked questions (FAQs). At the end of this phase, we will also facilitate Agile training workshops for the entire organization staff and all contractors.

- Kickoff with planning workgroup on day 1
- Determine unified vision and objectives
- Establish meeting and communication cadence
- Begin socializing Hybrid Agile SDLC templates and draft ideas

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██████████ will roll out the new Hybrid-Agile SDLC process ██████████ and Welfare-to-Work. We will select the pilot teams together with you, considering outstanding priority work items which can effectively demonstrate the value of the proposed SDLC. The selected project teams will deliver a set of simpler system changes through the new SDLC. During this phase, the planning workgroup from Phase 1 will continue to be involved to absorb pilot feedback and results and refine the Hybrid-Agile Transformation Guide based on lessons learned. The completion of the Pilot will deliver the first system changes to production through Hybrid-Agile SDLC and will update planning assets for expansion.

Deploying 500 SCR's

In the midst of the COVID-19 pandemic and with the support of the Consortium, the CalSAWS Accenture team implemented a new RWR process and deployed over 500 SCR's via this new process, accelerating system enhancements for the Counties.



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██████████, will scale the piloted SDLC process ██████████. During this time, we will confirm that all teams have a chance to deploy changes to production using the new Hybrid-Agile SDLC and that all teams have an opportunity to ask questions, provide feedback, and develop confidence and experience in the process. Before concluding the transformation, we will present a retrospective to the governance team.

Figure 4-21 **illustrates the timeline we have described.** The proposed implementation timeline for the transformation activities is based on getting the needed participation from both the Consortium and the new Infrastructure contractor for dependent activities. ██████████ **we consider the SDLC transformation to be completed while fostering continuous improvement into years ahead.**

Figure 4-21. Our timeline for the SDLC transformation promotes organization-wide adoption.

Managing Change and Communication

As we have described, an essential characteristic of our proposed Hybrid-Agile SDLC methodology is enhanced, beginning-to-end involvement of key stakeholders. Beyond those directly involved in the SCR process, we know many other CalSAWS stakeholder and user groups will be impacted by the SDLC methodology change. Our proposed implementation approach considers this high degree of change.

We will develop a comprehensive Transformation Guide containing the Communications and Change Management Plan and FAQs to proactively address and manage this change. Figure 4-22 provides the resources and activities we will bring to manage change across the project within each phase of the transition.



Figure 4-22. We will promote understanding and acceptance through each phase of transformation.

Rationale for the Hybrid-Agile SDLC Methodology



We propose a Hybrid-Agile methodology to support the CalSAWS Project most effectively and help you achieve your desired outcomes for faster implementation of end user needs and handling of changing policy priorities. With Hybrid-Agile, you gain a more iterative and nimble process, focused on value and quality, and your efforts target the most critical items through individual SCR solution planning. You enable flexibility in release schedules dedicating resources to post-sprint testing effort when it matters and enabling simpler changes to proceed with less rigor. You embrace end-user feedback and frequent demonstrations to business stakeholders. And ultimately, you foster collaboration and transparency across the organization, the counties, and all contractors marching toward a unified goal—to support the well-being of vulnerable Californians in the most effective and high-quality way possible.

We are specifically proposing Hybrid Waterfall Agile versus other models of Agile based on our experience with you and our knowledge of the integrated eligibility space. A pure Agile approach is built on a concept of failing fast. This presents risks, whereas **a Hybrid-Agile methodology still provides structure, and reduces risk while enabling expedited delivery.** We know that some system changes will have greater business process impact. During the Solution Planning phase, we will define and coordinate release schedules with the committees based on business impact. At this time, we will also define [REDACTED]



What Our Clients Say...

The people. They work with our staff, myself, and others and we have a culture that is about finding common goals, working together to achieve them and always striving to improve.

— Karen Rapponotti,
CalSAWS Policy/ Design Director

2 CLS IME 22.0231

[REDACTED]. We also know that up-front collaboration and alignment with counties [REDACTED] on an implementation approach will be of value to you and will accelerate our delivery.

Continuous Improvement and Innovation

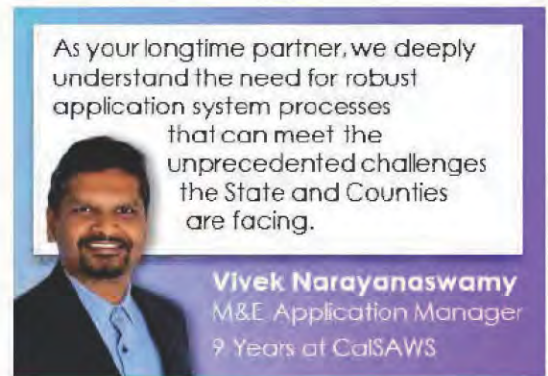


Within the Hybrid-Agile methodology, smaller sprints, demonstrations, and ongoing testing identify improvement opportunities early. Feedback loops established through regular story demos enable a cadence of continuous improvement. In addition, ongoing backlog grooming confirms that committees, product owners, and teams are continuously refining and improving the product backlog.

As part of the new SDLC, we will transparently monitor and publish key sprint metrics on a release dashboard, such as sprint velocity, story burndowns, backlog health, defect counts, defect severity, and test pass rates. These metrics can be analyzed and tracked over time for continuous improvement. Additionally, for each sprint or release we will conduct retrospectives so that project staff can provide personal views as inputs into ongoing process improvement.

As part of our project-wide continuous improvement program (CIP), our Transformation and Continuous Improvement Manager, Sean Swift, will work with our M&E Application Manager, Vivek Narayanaswamy, each quarter to:

- Summarize sprint metrics and qualitative feedback on the current quarter's performance.
- Bring suggestions to change tools, processes, and/or people to improve key performance indicators (KPI) and to address the qualitative feedback.
- Bring lessons learned and best practices from other state implementations for consideration and use our deep knowledge to help prioritize those ideas
- Conduct a quarterly retrospective to present findings and improvement ideas to the Consortium leads, the committees, quality assurance (QA) vendor, other contractors, and other project stakeholders as applicable.
- Develop and implement approved improvement ideas each quarter.



2 CLS IME 22.0213

4.3.1.2 Tools and Technology

To deliver our proposed SDLC methodology and solution for SCRs, we will use the GitLab Enterprise platform as described in our approach narrative and detailed in Table 4-18.

Tool	Features and Benefits
GitLab Enterprise platform: SCM, CI/CD, Wiki	Supports the future technology landscape on the CalSAWS AWS account, with integrated tools for code, build pipelines, testing, infrastructure as code (IaC), security, and container registry; auto DevOps for custom technologies to auto create pipelines; Git tools and platform support; role-based access and admin rights; and most value for cost

Table 4-18. Our proposed toolset will help facilitate an effective Hybrid-Agile SDLC methodology.

4.3.1.3 Results Delivered

Across Accenture, we have over 20 years of Agile and DevOps experience, with more than 900 active Agile engagements and 550 projects using our DevOps platform. Globally, we have 75,000 Agile practitioners and 44,000 people trained in DevOps. Here, we share two examples of how we used Agile methodologies to expedite delivery, including within CalSAWS.

Consolidating CalSAWS Self-Service Portals

Our Approach in Action:

When the Consortium sought to consolidate CalSAWS' disparate self-service portals, a large amount of work was needed to integrate the new application in a short turnaround. Typical project governance and development approaches threatened to hold up the project.

Thinking out of the box, we put together a dynamic full-stack team from all functional areas, working in iterative fashion. This team included a Consortium product owner, designers, developers, and testers that were able to design and deliver changes without dependencies on other teams. We broke requirements out into user stories and developed them iteratively in sprints based on when those user stories were prioritized and available.

The team worked transparently and collaboratively with the BenefitsCal contractor and committee. We have demonstrated the effectiveness of this approach in the CalSAWS Project, and it is the basis of the Hybrid-Agile SDLC methodology we now propose moving forward.

Results Delivered:

- We built thousands of hours of work in a short window, and we completed the integration in less than six months.
- We aligned with the other contractor's delivery timeline.
- This Hybrid-Agile methodology provides greater flexibility to align timelines in a multi-contractor environment.

Transforming Texas Health and Human Services to Agile

Our Approach in Action:

In October 2017, we worked with the Texas Health and Human Services Commission (HHSC) to transform our technology delivery methodology from Waterfall to Agile, helping to deliver mission critical business outcomes for the state. As of March 2022, HHSC and Accenture are operating at approximately 99-percent Agile delivery with Scrum teams that support more than 30 product backlogs. During our transformation to Agile, we conducted targeted instructor-led training sessions across HHSC contract, operations, and technical stakeholders for Agile fundamentals, service request process, and tools. These sessions involved more than 300 resources across both Accenture and HHSC teams. Additionally, we provided specific Agile product owner training that supported HHSC's ability to successfully adapt to their role as a product owner.

We have established and documented a comprehensive Agile delivery approach with HHSC. It uses the Scrum framework to enable teams to address complex adaptive problems while productively and creatively striving to deliver products of the highest possible value. The Scrum team model is designed to optimize flexibility, creativity, and productivity.

We used an Agile delivery model and CI/CD pipelines to enhance, maintain, and improve the 230,440,000 lines of code and 13 additional commercial off-the-shelf and software-as-a-service systems across multiple environments and code branches for Texas Medicaid.

Results Delivered:

- Gained rapid feedback to stop progression of the artifact if the minimum quality is not met
- Created a flexible development process with early value delivery, delivered through multi-functional expert teams with continuous improvement

4.3.1.4 How We Exceed the Requirement

Our approach to implementing a new Hybrid-Agile SDLC methodology for the CalSAWS Project will exceed the Consortium's requirements via the additional goals detailed in Table 4-19.

Going Over and Above	Benefit
[REDACTED]	Unity and CalSAWS Enterprise Advancement <ul style="list-style-type: none"> • Foster a unified One Team vision leading to easier adoption • Solicit diverse perspectives for better results • Involve all impacted parties to share in outcomes
Institute a Hybrid-Agile SDLC and flexibility to modify based on unique SCR needs	<ul style="list-style-type: none"> • Expedite changes that are low impact while enabling more comprehensive review and feedback for high-impact items • Focus time and effort on things that matter most • Accelerate momentum by removing bottlenecks
Transparency and visibility: Monitor and publish key sprint KPIs on a transparent dashboard	Continuous Improvement <ul style="list-style-type: none"> • Continue to monitor these KPIs at every sprint for continuous improvement over time • Accelerate delivery by implementing new tools, standardization approaches, better communication channels, or enhanced documentation procedures
[REDACTED]	[REDACTED] <ul style="list-style-type: none"> • Increase understanding, adoption, and effectiveness as we roll out the new Hybrid-Agile approach

Table 4-19. Our proposed SDLC methodology brings greater flexibility and efficiency.

4.3.2 Approach To Improving the Existing SCR Process

Item# ME-UA10

Describe your approach to improving the existing CalSAWS SCR process. Include solutions to deliver changes more quickly to end users, including improving processes, tools, RWR and test methodology improvements. Explain how your staffing levels defined within Attachment B13 – M&E Staffing Worksheet align with your approach. Justification for staffing levels below the current efforts described in Section 3 must be strongly supported.

4.3.2.1 Our Approach to Improving the Existing SCR Process

In this section, we describe our approach to improving the existing CalSAWS SCR process. This includes our proposed solutions that deliver changes to end users more quickly, as well as improving associated processes, tools, the RWR process and test methodology improvements. We will also explain how our staffing levels as defined in Attachment B13 – M&E Staffing Worksheet align with our approach to improve the existing SCR process, with justifications as appropriate.

Vulnerable Californians deserve to receive their aid as soon as possible, and the county staff addressing customer needs deserve a high-quality system to support their daily work. System change request improvement will deliver effective solutions to end users and better outcomes to customers. We built our improved SCR process on four areas that complement the SDLC transformation previously detailed:

- **Iterative stakeholder engagement** to drive mutual ownership and better outputs

[REDACTED]

[REDACTED]

- **Improved testing methodology** to accelerate testing and improve quality

Iterative Stakeholder Engagement Speeds Up the Lifecycle of a Change



Effective engagement of stakeholders, [REDACTED], confirms that the voice of the customer is properly represented within the team. This means that the Consortium and project must drive collective ownership of the change end-to-end with the stakeholders. By expanding collaboration, we can make decisions more quickly and reach better outcomes. [REDACTED]

[REDACTED] The amount of involvement depends on the significance and impact of the change.

Our proposed iterative process naturally creates safeguards and opportunities for user feedback to correct course or adjust when needed. This provides confidence to make decisions, as they are not concrete or final. We illustrate our approach to iterative committee engagement across all phases in Figure 4-23.

Key Success Factors

- Change enacted across the organization, not just within processes
- Enthusiasm and commitment via an internal branding strategy
- Acceptance of iterative design and development methods
- Parties educated on iterative development process and its demonstrated value

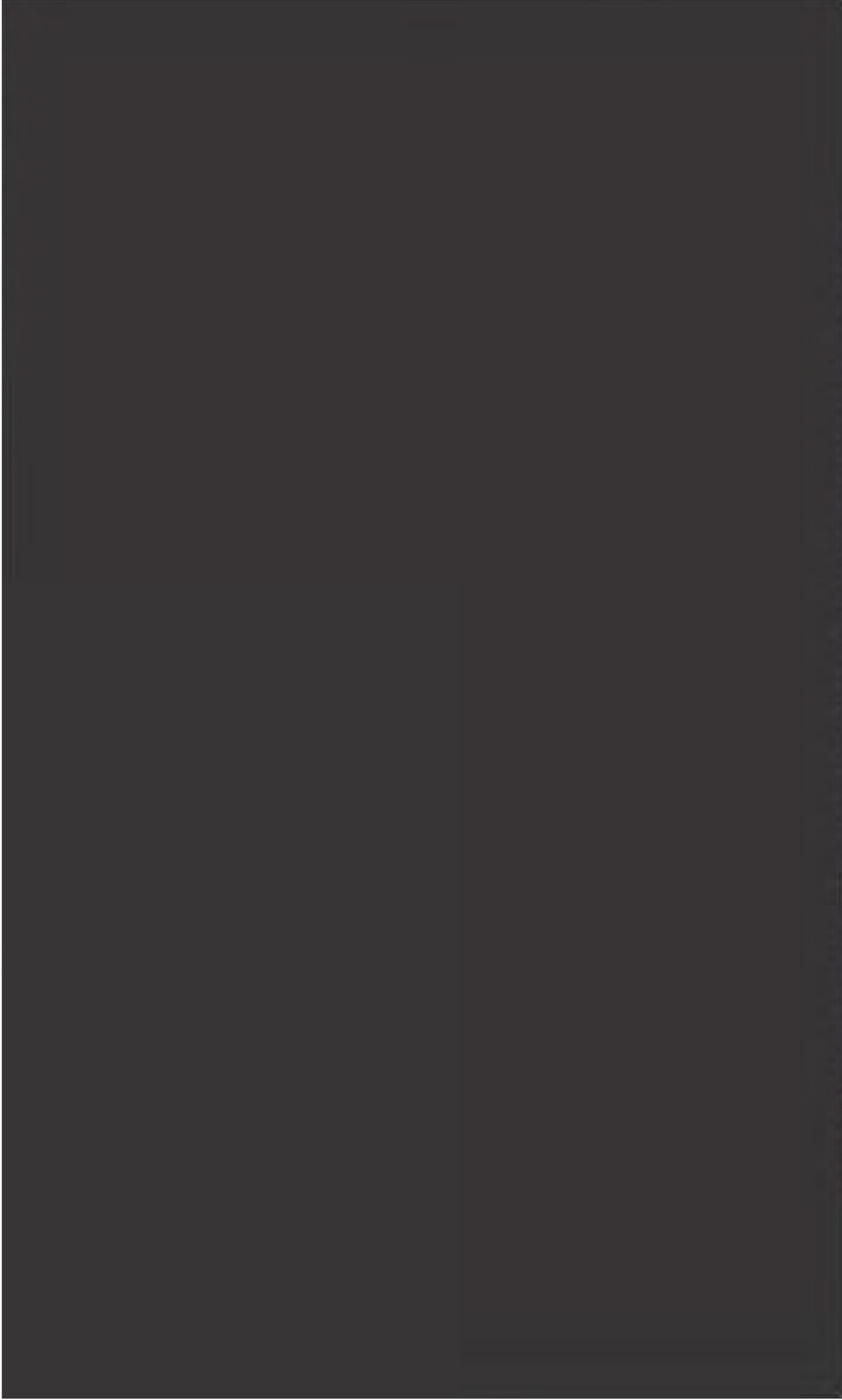


Figure 4-23. Stakeholder touchpoints in every phase will drive faster decisions and better outcomes.



1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 2679, 26

[illegible]

Change	Impact on the environment	Impact on the economy	Impact on society
1. Introduction of a new tax on carbon emissions	Reduction in greenhouse gas emissions, leading to a more sustainable environment.	Increased costs for businesses, potentially leading to job losses in the short term.	Increased costs for consumers, potentially leading to inflation.
2. Implementation of a new social security system	Increased government spending, leading to a larger budget deficit.	Increased costs for businesses, potentially leading to job losses in the short term.	Increased costs for consumers, potentially leading to inflation.
3. Introduction of a new law on labor rights	Increased costs for businesses, potentially leading to job losses in the short term.	Increased costs for consumers, potentially leading to inflation.	Increased costs for businesses, potentially leading to job losses in the short term.
4. Implementation of a new health care system	Increased government spending, leading to a larger budget deficit.	Increased costs for businesses, potentially leading to job losses in the short term.	Increased costs for consumers, potentially leading to inflation.
5. Introduction of a new law on environmental protection	Reduction in greenhouse gas emissions, leading to a more sustainable environment.	Increased costs for businesses, potentially leading to job losses in the short term.	Increased costs for consumers, potentially leading to inflation.



[illegible]

Service	Percentage
Health care services	95%
Financial services	92%
Social services	88%
Legal services	85%
Other services	78%

Improved Testing Methodology

SCR improvement for agility and quality is also dependent on the testing methodology. Therefore, we must look at opportunities to improve how testing is conducted. We propose the following test methodology improvements:

Testing agility. We will identify system issues earlier and expand the testing focus to include business process verification. To test SCRs with more agility and identify issues early, we will begin functional testing of SCRs as soon as they are ready for testing. We will also expand the testing focus to include business process verification. These improvements will expedite SCR delivery and drive cost savings. We will also expand the testing focus to include business process verification. These improvements will expedite SCR delivery and drive cost savings.

Next generation test automation. We have identified improvements to the test automation framework currently used in the CalSAWS Project to increase automated regression test coverage. More specifically, we plan to **fully automate the top 90 percent of transactions**. We additionally plan to increase all other transactions to at least 50 percent. We will base automated testing scenarios on production sequence of transactions to replicate end user behavior. Lastly, we will expand the automated testing framework to **automate new functional areas** targeting batch interfaces, correspondence, and other areas. These improvements will expedite SCR delivery and drive cost savings.

New approach to test data management. Our current approach to test data is fully dependent on de-identified production data refreshed at every release. There are several disadvantages with this approach: operational overhead; increased storage cost and long test processing times due to the volume of data; and effort required to manually identify the appropriate data to use in testing. We thought hard about this and designed a process to automate test data creation and management. We will use test data creation scripts to generate bulk data and enable the test data to "age" naturally. The framework will execute test data scripts before each functional verification test case is executed to pair the appropriate data with the test.

As a result of the new test data management approach, we will **enhance security measures** by lessening the need for and frequency of production data use. We will **save AWS storage costs** by reducing the volume of data tailored to testing purposes. Lastly, we will **accelerate test execution** and test management via an automated approach to test data management.

Staffing Levels

Our proposed staffing model for our SCR approach is flexible. We recognize that project demand will change to meet the evolving State and county priorities. By using multi-disciplinary teams, we can shift resources when and where they are needed most.

_____ has urgent priorities greater than their current velocity, _____

We based our initial plan on functional demand dictated by historical SCR hours detailed in Table 4-20—Summary SCR Hours by Month in the RFP. In the future, we will modify staff loading and resource alignment based on the demands of upcoming changes. Ultimately, our proposed approach

enables us to have the right balance of people in the right places. With continuous improvement over time, we expect our teams will increase delivery velocity and throughput with the same staffing levels.

_____ have determined and recommended the staffing levels as represented in Attachment B13 – M&E Staffing Worksheet based on _____.

Implementation Timeline for SCR Process Improvements

Primary implementation timeline for SGP changes aligns with the SDLC implementation timeline because the [REDACTED] SDLC timeline. [REDACTED] SGP [REDACTED] implementation is [REDACTED] with [REDACTED] implementation. [REDACTED] will deliver the M&E Interim Control Document (ICD), the M&E Interim Assessment Performance Test Materials (Online/Batch), and Certification of Successful Production Release, as required.

During the [REDACTED], we will review detailed opportunities for improvement and define the go-forward plans. Specifically for [REDACTED] and revised team structure, we will plan out the new teams and a new operating model aligned to functional areas and related committees. For the SCK delivery approach process, [REDACTED] [REDACTED] For improvements to testing methodology, we will update the test automation framework for improvements and inclusion of test data management. [REDACTED] to socialize and refine with input from the planning workgroup. [REDACTED] we will create a final implementation plan across all four initiatives, detailing relevant KPIs or ways we will measure success. We will present the plan to governance before moving into the [REDACTED]

During the [REDACTED] We will measure success as defined [REDACTED] [REDACTED] incorporate key lessons learned into revised SCR improvements before expanding across all project teams.

In the [REDACTED] we will launch the SCR improvement process to all teams and [REDACTED]. From here, we will consider the transformation complete and initiate continuous improvement for years ahead. This timeline, phases, and key activities within each are illustrated in Figure 4-25.



Figure 4-25. Our implementation timelines for SCR and SDLC changes align and are complimentary.

Managing Change and Communication

As we implement these improvements to the SCR approach, we anticipate a high degree of change and an initial learning curve for the [REDACTED]. To address this, we will jointly establish a planning workgroup at the start of the transition, and we will bring appropriate training and onboarding. During [REDACTED] we will develop a Communications and Change Management Plan specific to the improvement areas that are stakeholder-facing, such as iterative stakeholder engagement, [REDACTED]. [REDACTED] Highlights of our approach are shown in Figure 4-26.



Figure 4-26. We will promote understanding and acceptance through each [REDACTED]

Rationale for Proposed Changes to the SCR Process

The current SCR process has been useful and appropriate for the project's stage of the migration, with heavy involvement needed from committees and design team in all aspects of the SDLC.

Our proposed approach to improving the existing SCR process is centered on a few key outcomes:

- **Engage stakeholders early and often:** The Hybrid-Agile methodology increases collaboration to improve [REDACTED]. Through regular stakeholder demonstrations, we will solicit feedback early in the delivery cycle, drive mutual understanding, and inform UAT scenarios early.
- **Increase communication and transparency:** As the CalSAWS Project continues to move into a multi-contractor, 58-county environment, we must [REDACTED]. For example, we will track and share progress using sprint metrics.

Continuous Improvement and Innovation

As part of our project-wide continuous improvement program (CIP), we will evaluate and implement ongoing improvements to our SCR process. Improvement areas may include speed, quality, cost, security, user experience, and communication effectiveness. Each quarterly cycle, our Transformation and Continuous Improvement Manager, Sean Swift, will work with our M&E Application Manager, Vivek Narayanaswamy, to:

- Define the KPIs, such as velocity and quality of releases, to measure the effectiveness of the new SCR process
- Develop a dashboard that will continually measure and illustrate these metrics (for example, sprint velocity, story burndowns, backlog health, defect counts, defect severity, and test pass rates)
- Establish a baseline of performance based on KPIs
- Review metrics quarterly against baselines
- Review results with teams, identify improvement opportunities, and present to Consortium

4.3.2.2 Tools and Technology

Our improved approach for SCRs will leverage the GitLab Enterprise platform, as detailed in Section 4.3.1.2 Tools and Technology, within our SDLC approach [REDACTED], and Deque axe DevTools, as detailed in Section 4.3.1 [REDACTED]

4.3.2.3 Results Delivered

Expediting System Changes for CalSAWS During COVID-19



Our Approach in Action:

During the onset of the COVID-19 pandemic, the State quickly decided to halt all cancellations of CalFresh benefits issuances to Californians and maximize assistance payments. This emergency need was unique and unanticipated, requiring a creative, collaborative, and fast response. Together, we rapidly implemented an expedited change process, removing traditional and lengthy governance hurdles. A smaller stakeholder group requested and approved changes quickly so we could begin build and then solicit feedback.

Within a week, our team halted benefits cancellations, working closely with the Consortium in a quickly amended process. By streamlining the SCR process, we expedited emergency assistance payments for CalFresh. These changes were implemented quickly because we streamlined the process to build, approve, and release SCRs.

This scenario illustrates the improved approach we now propose—one that will expedite the SCR process by building iteratively, releasing when ready, and obtaining approvals and feedback more efficiently.

Results Delivered:

- Distributing \$250 million in monthly supplements to households every month since May 2020.

Expediting Delivery of System Changes for Ohio During COVID-19



Our Approach in Action:

Pandemic-Electronic Benefit Transfer (P-EBT) is a temporary program that provides eligible children with Supplemental Nutrition Assistance Program (SNAP) benefits. When developing the P-EBT solution for the State of Ohio, Department of Administrative Services (DAS), the Accenture teams used industry leading practices and standards and established application development and testing tools (such as Jira, RPT, SonarQube, and Jenkins, among many others) to provide predictability and high-quality delivery.

The isolated, configurable, and automated solution enabled changes to be added with policy amendments without impacting other system essential activities. To date, Ohio has added three additional amendments to include Child Care population, Summer Lump Sum Payments, and Staggering of Benefits on multiple days successfully based on federal guidance and the State's need to enhance the P-EBT solution.

Similar to our proposed SCR approach for CalSAWS, our Ohio P-EBT solution featured:

- Iterative joint application development sessions with stakeholder parties, considering federal policy guidelines, data collection, consolidation, and overall design to identify potential problems early on
- Changes divided into areas based on their unique needs and urgency, with different rules for each
- Simulated files and iterative file processing, with data-driven analysis after testing

Results Delivered:

- We achieved a 0% defect rate for user acceptance testing.
- The automated P-EBT enhancement went live in production in two months (from analysis to deployment).
- To date, Ohio has issued over \$900 million to more than 1.1 million children, on time and error free.

Centers for Medicaid and Medicare Services (CMS), healthcare.gov



Our Approach in Action:

For CMS, Accenture managed the United States' Federally Facilitated Marketplace (FFM) and healthcare.gov website to support open enrollment for tax-subsidized health insurance. We stabilized the system during the peak of the initial open enrollment period.

Results Delivered:

- Delivered 256 releases, 99 percent on time, and the remainder within seven days of plan
- Improved load time for healthcare plans by 98 percent (from 200 plans per day to 420 plans per hour)
- Implemented Salesforce within weeks, supporting 1,200 issues with marketplace policy compliance

4.3.2.4 How We Exceed the Requirement

Beyond delivering changes more quickly to end users, our proposed approach to improving the SCR process will exceed the Consortium's requirements via the additional goals detailed in Table 4-21.

Going Over and Above	Benefit
[REDACTED]	<ul style="list-style-type: none"> • Expedite delivery by eliminating unnecessary process for small or low impact items
[REDACTED]	<ul style="list-style-type: none"> • [REDACTED] respond to [REDACTED]
[REDACTED]	<ul style="list-style-type: none"> • Establish mutual ownership of the change requirements and design • Deliver higher quality and better outcomes • Accelerate implementation • Increase creativity and collaboration • Create a solution that everyone is excited about
A thoughtful approach to manage [REDACTED]	<ul style="list-style-type: none"> • Reduce implementation risk
Continuous improvement as a foundation	<ul style="list-style-type: none"> • Increase maturity over time

Table 4-21. Our proposed improvements to the SCR process exceed CalSAWS' requirements.

4.3.3 Improving Existing Approach to UCD

Item# ME-UA11

Describe how you will improve the existing CalSAWS approach to UCD and the overall User experience as part of the SDLC.

4.3.3.1 Our Approach to Improving the UCD Process

Incorporating user centered design (UCD) and considering the overall user experience are essential to advancing the SCR approach and SDLC methodology for the CalSAWS system. Our vision for the next iteration of the program is aligned with yours—an approach in which we solicit and incorporate stakeholder and user perspective early on and throughout the process. In this section, we describe how we will improve the existing CalSAWS approach to UCD and the overall user experience as part of the SDLC described in Section 4.3.1 SDLC Methodology.

Key Success Factors

- Empowered and committed decision makers
- Enthusiasm and commitment via an internal branding strategy
- Stakeholders representing the voice of County users
- Planned resource capacity for UCD



User centered
design

End users expect a system that is easy to use, intuitive, and seamlessly helps them complete their tasks with less clicks and with little-to-no training. UCD is a process where end users and key stakeholders are involved throughout the system development lifecycle (SDLC) to help inform and validate system designs for better end-user outcomes. The Hybrid-Agile SDLC we propose aligns well with UCD principles as it features an iterative approach with users involved in the design and feedback loop.

, encouraging continuous improvement of the application and the team's understanding of user needs. Highlights of our UCD approach across the phases of our proposed Hybrid-Agile SDLC phases are shown in Figure 4-27.

Figure 4-27. Our improved approach for UCD gathers user input.

Conduct Contextual Inquiry with Users

Next, , we will conduct **research activities**, including contextual inquiry and user interviews, to understand the tendencies, behaviors, existing friction points, and

needs of county workers who are using the system every day. These datapoints will help anchor the creation of our system to a discrete set of user personas. Personas are archetypes of real users and represent a particular group of similar behavior, tasks/responsibilities, needs, goals, skills, attitudes, and digital literacy. These personas will bring our system users to life and help the project team understand who they are designing for—leading to improved user experience (UX).

Contextual inquiry and **user interviews** help designers to deeply understand opportunities for design improvement without making biased or assumptive decisions. We will leverage [REDACTED] to facilitate contextual inquiry discussions. [REDACTED]

[REDACTED] If input from a larger user base is needed, we will use more quantitative research tools like user surveys/crowdsourcing and application usage data can complement early stage.

Analyzing the Existing Workflow

In today's approach, users are not engaged until later in the development process. By engaging users sooner, their input can have greater influence and can even help to expedite implementation. To this end, we will conduct task analysis and **user journey mapping** in the Initiation phase of the SDLC. This will help us better understand how county workers are using the system relative to the SCR being implemented. We want to identify experiences that are working well and opportunities for improvement. We also want to understand what business processes must be user-driven versus system-driven. These inputs will help us enhance the user experience and improve user efficiency. This could happen through simplifying existing flows, clarifying or defining complex content or vocabulary, adding more pre-population and automation, or redesigning the page flow or content hierarchy in favor of fewer mouse clicks. In addition, we are aware we must maintain a system that meets all web compliance standards and regulations, such as Web Content Accessibility Guidelines (WCAG), Section 508 of Rehabilitation Act of 1973, and Americans with Disabilities Act (ADA).

County site visits

Application development staff will conduct regular site visits with Counties to observe how the system is used and collect feedback.

- Counties identified by Consortium
- Small, rotating teams of staff and management
- Conduct visits to solicit direct user feedback
- Get to know the system users
- Shadow tasks performed in the system
- Retrospective and outcomes from each visit

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Prototype and Deliver the User Experience (UX)



Next, during the [REDACTED], we will begin compiling our analysis findings and brainstorming solutions to resolve the pain points of our user through user stories and prototypes. We will apply UCD principles to improve the system experience for both customers and county staff. During this phase, we will also **engage users to review our design prototypes**—such as page mock-ups, process flows, or wireframes—using A/B testing and other methods. The system requirements will be written as user stories to describe the expectations of the system from a user standpoint.

Validate Solutions with Usability Testing

Next, through the Testing and UAT phase of the SDLC, we will continue to engage users for **validation and continuous feedback**. We want users to provide feedback early and often to confirm we are building a system that enables them to perform at their very best.

UAT is intended to confirm that new features meet all business requirements and adhere to business rules documented during business analysis activities associated with any given SCR. Additionally, during **usability testing** processes, we will continue to encourage users to work with the newly built features, practice through mock end-to-end scenarios, and provide continuous system feedback. In

addition, we will observe how the users use the new system features to determine if any additional system improvements should be made. As users request additional system changes for a more seamless user experience, we will continue to draft those user stories for the team's backlog and prioritization.

[REDACTED]

[REDACTED]

[REDACTED]



Implementation Timeline

Our implementation timeline for [REDACTED] because the changes are complimentary to a new [REDACTED] introduction. We will approach UCD improvements in three phases: [REDACTED]. Within this transformation, we will deliver the M&E General Design Document as required.

During the [REDACTED], we will assess detailed opportunities for improvement in the as-is processes and **define the UCD vision**. Based on that, we will define the to-be processes and ways of working across user engagement and SCR delivery approaches. As an outcome of the [REDACTED] we will create an [REDACTED] plan along with KPIs and measures of success. We will present the plan to [REDACTED] before moving into the [REDACTED].



During the [REDACTED] we will [REDACTED]. We will measure success as defined in the [REDACTED], establish feedback loops, and present the [REDACTED]. We will incorporate key lessons learned into revised UCD improvements before expanding across all project teams.

In the [REDACTED], we will [REDACTED]. At this time, we would align our SCR approach to our UCD to verify that the proper groups are involved.

The proposed implementation timeline for the transformation activities is based on getting the needed [REDACTED] dependent activities. This timeline, phases, and key activities within each are illustrated in Figure 4-28.



Figure 4-28. Our proposed approach incorporates UCD into the ongoing SCR process for CalSAWS.

Managing Change and Communication

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED] Our proposed approach to UCD improvement entails a medium-to-high level of change for the CalSAWS Project. Therefore, within our plan to manage the change, we will bring a communication plan and a training approach to guide how we will:

- Communicate to a [REDACTED] about the importance of UCD, why we will consult users, and how the process will work
- Communicate [REDACTED] about the value of UCD for CalSAWS, our planned approach, features and benefits, and associated risks
- Advertise success stories across the program to highlight the value of usability discussions and time-saving improvements
- Provide metrics to appropriate stakeholders to quantify the value of UCD outcomes



Figure 4-29. Touchpoints throughout the transformation promote understanding and acceptance.

[REDACTED]

Our proposed approach to incorporating UCD in [REDACTED] focuses on a few key outcomes:

- **Prioritize county and stakeholder impact in designs:** By collecting user and stakeholder feedback early in the process, design solutions can consider user impact as a primary focus.
- **Solicit user feedback early in the development process:** By involving users in every stage of design and development, we receive feedback earlier which helps the final product meet specific user needs. This will improve system quality and improve worker efficiency, while maintaining the system integrity.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Continuous Improvement and Innovation

We view user-focused design for CalSAWS as a journey rather than a destination. In this spirit, our approach to UCD is built on continuous improvement and innovation. As part of our project-wide continuous improvement program (CIP), we will evaluate and implement ongoing improvements to our approach to UCD, such as speed, quality, cost, process, user experience, and communication effectiveness. At the end of each quarterly cycle, our Transformation and Continuous Improvement Manager, Sean Swift, will work with our UCD Lead to:

- Summarize feedback and suggestions from our stakeholders, end users, and project teams.
- Bring suggestions to change tools, processes, and people to improve objectives and to address the qualitative feedback, such as changing how we track improvement, modifying the UCD process, and providing additional channels for feedback.
- Conduct a quarterly retrospective to gather and solicit lessons learned from various CalSAWS parties—[REDACTED], BenefitsCal team, [REDACTED]—and present findings and improvement ideas to the [REDACTED]
- Develop and implement approved improvement ideas each quarter.



4.3.3.2 Tools and Technology

To support our improved approach to UCD detailed in this section, we bring the tools described in Table 4-22. Today in the CalSAWS Project, our teams are already using the Mural digital whiteboard tool, Mentimeter online survey tool, and Forumbee.

Tool	Features and Benefits
Mural	A digital whiteboard and exercises to facilitate UCD meetings with interaction and engagement
Forumbee	Community forum and knowledge base provides development teams with a forum for soliciting information and getting feedback on designs
Mentimeter	Online survey tool enabling the CalSAWS Project to request and compile feedback on the application and designs with real-time metrics
Deque axe DevTools	Accessibility testing tool for HTML pages helps to easily find and fix accessibility errors during development and testing; provides details on where accessibility issues may occur or where additional review is needed to confirm compliance to guidelines; and confirms that application system meets all Section 508 accessibility and ADA compliance requirements

Table 4-22. Our proposed toolset will help facilitate an improved UCD approach for CalSAWS.

4.3.3.3 Results Delivered

Using UCD to improve design for CalSAWS

Our Approach in Action:

Previously, we have embraced UCD to improve design for CalSAWS, and we share your view that this is an area of opportunity to leverage committees and bring end users into the process.

For the CalWIN migration in 2018, we created a special workgroup and system for task management. More than 100 users from 58 counties were invited to provide feedback on requirements and needed enhancements.

Moving forward in the CalSAWS Project, we share your enthusiasm and commitment to incorporate more user input via an improved and expanded UCD approach.

Results Delivered:

- Constructed requirements and created the design with users' needs and voices at the forefront.



Using UCD for the City of New York to address its diversity

Our Approach in Action:

For the City of New York Human Resources Administration (HRA) ACCESS HRA website, Accenture brought a keen focus on the client. Involving clients in the design of the user interface helped HRA significantly improve user adoption.

User-centered design approaches were key to addressing New York City's diversity. A unique aspect of ACCESS HRA that targeted New York City's diverse clients is the use of User Experience (UX) design principles across the range of digital services to create intuitive, user-friendly experiences. Together, we created a document upload mobile solution using an iterative design approach focused on user experience and continuous optimization of application functionality. We used A/B testing to collect feedback on designs.

We used crowdsourcing and collaboration to broaden design input, observing clients using ACCESS HRA to identify pain points and areas for improvement. We then used an iterative design approach to deliver software features and enhancements such that designs could be tested and improved over time. The result was a much-improved user interface that was tailored to the needs of HRA's clients and was optimized for the devices they most commonly use to interact with HRA's digital services.

We additionally introduced behavioral science techniques to further augment our UX work—developing the language and design to encourage a high rate of response. For example, instead of sending out a reminder that says, "You have an upcoming due date," HRA crafted the behaviorally informed notice that says, "You'll lose your benefits if you don't act now."

Results Delivered:

- Clients who received push notices were 5.5 percent less likely to miss an application step and 12.9 percent more likely to submit a recertification form and complete phone interviews earlier.
- 75 percent of online applications are now submitted outside of HRA centers. New capabilities save unnecessary trips to agency offices and delays in receiving assistance and reduce the number of applications rejected due to a failure to provide documentation, reducing the risk and rate of hunger in New York City.
- The ACCESS HRA document upload function saves HRA an estimated four minutes of processing time per document.

4.3.3.4 How We Exceed the Requirement

Our approach to improving UCD will exceed your requirements via the additional goals detailed in Table 4-23.

Going Over and Above	Benefit
Create a process for receiving user feedback outside of the SCR process	<ul style="list-style-type: none"> • Provides real-world feedback after changes are being used in production • Gives end users a voice and mechanism to improve the system based on their experiences • Creates an environment that prioritizes user experience and enables continuous improvement
Conduct regular delivery team site visits	<ul style="list-style-type: none"> • Eliminates silos for SCR definition, design, and implementation • Unifies stakeholders and project teams through iterative inclusion • Discover new ideas for system evolution and improvements (which would otherwise not be considered) through user shadowing

Table 4-23. Our proposed UCD improvements will strengthen CalSAWS' usability.

4.3.4 Strengthening Security Measures

Item# ME-UA12

Describe your approach to strengthening security measures associated with the application prior to release, including the CI/CD process, proactive security controls and testing.

4.3.4.1 Approach to Strengthening Security Measures

Embedding security in application development and automating application security testing process are essential to strengthening security and reducing the time to deploy for the CalSAWS system. Our vision for securing the application is aligned with yours—an approach in which application security testing is performed early on and throughout the software development lifecycle. In this section, we describe our approach to strengthening security measures associated with the application prior to release, including the CI/CD process, proactive security controls and testing.

While security measures are part of Accenture's delivery methodology in the CalSAWS Project today, we will evolve our approach going forward to use [REDACTED] to orchestrate and automate security testing throughout the software lifecycle phases.

Key Success Factors

- Proactive security at earliest stages of SDLC
- Introduction of API Security testing
- Automated approach with security-embedded development as DevSecOps
- Biannual penetration testing by an external vendor
- Adherence to CalSAWS Baseline Security Requirements and Privacy Security Agreement

Security Fast Facts

- 99% of all Accenture people are Information Security Advocates
- 1 million workstations, servers, wireless access points, and mobile devices secured
- 2,000 client projects with active CDP plans
- Cloud Security Alliance (CSA) Security, Trust & Assurance Registry (STAR): Awarded and maintains the highest Gold-level certification for Accenture-managed cloud infrastructure
- Ranked top among our peers in maintaining a strong defense against threats, reported by leading cyber security rating vendors in each risk category

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[REDACTED] application security orchestration managed service. [REDACTED] integrates security and speed through automated and meaningful scanning and reporting during build and testing phases. Reports consist of high level and detailed quality indicators such as the number of applications onboarded, the number of scans run, the number and aging of identified security vulnerabilities, and application overall security score. Reporting provides clear and actionable results for hands-on remediation.

The [REDACTED] platform can work with both DevSecOps and legacy Waterfall approaches. This makes it highly compatible with the CalSAWS Project as the Consortium transitions from the current Waterfall SDLC to our proposed Hybrid-Agile SDLC.



Implementing Security Controls Before Release in CI/CD Pipeline:

The following security controls will be implemented and executed in different phases of the application lifecycle to proactively identify security vulnerabilities before release to production. The application change will have quality gates implemented in development, QA, and pre-production to confirm vulnerabilities are detected, notified, and appropriate remediation action are performed at each stage in the CI/CD pipeline before the code changes are pushed to production.

Security in design and development phase: [REDACTED] integrated in the DevOps pipeline orchestrates static application security testing (SAST) and software composition analysis (SCA) scans. The CI/CD pipeline fails a security stage gate if the scan detects any critical security defect in the security testing. Developers remediate the security and other defects to successfully [REDACTED] in the code in the CI/CD pipeline.

Security in testing phase: Dynamic application security testing (DAST) is triggered when the code is [REDACTED] full [REDACTED] vulnerability [REDACTED]s.

Security in pre-production phase: A third party vendor will perform semiannual (twice yearly) penetration testing to detect security vulnerabilities that are exploitable by threat actors and will provide detailed [REDACTED] prohibited in the application. Additionally, the [REDACTED] security team will perform monthly API security testing to detect any misconfigurations or vulnerabilities in the APIs and enhance security measures including the conditions of user access, encryption, and authentication concerns for APIs.

Implementation Timeline for Strengthening Security Measures

The [REDACTED], shown in Figure 4-30, is aligned with our proposed overall DevOps migration approach. Month 1 aligns with the transition plan and is intended for design and definition of the security testing process, while Months 2–4 will implement [REDACTED] and integrate with identified DevOps pipelines. We will perform and validate SAST, SCA, and DAST scans for the onboarded pipelines to tune and refine the scans and reports. As the applications transition to end-state DevSecOps, we will continue to perform on-demand independent security testing for the legacy applications. Once the legacy applications also are completely onboarded to the DevOps pipeline, Accenture will perform SAST, SCA, and DAST scans through the DevSecOps approach on an ongoing basis. [REDACTED] on activities assumes requisite [REDACTED].

[REDACTED]. Within this implementation, we will deliver the M&E System Security Plan deliverable as required.

[REDACTED]




Figure 4-30. Our security implementation timeline is aligned with the overall DevOps migration.

Managing Change and Communication

Implementing SCR security improvements will require light training of our development and testing teams. A significant impact is not expected as our team is already following build and testing security protocols in a more manual manner. We will work with the Consortium to review the security checklist to guide application development in design and will otherwise update the Consortium on monthly progress for overall implementation of improvements with our teams.

Following implementation, continuous improvement will drive additional needs for managing change and communications on a quarterly basis as defined earlier.

Rationale for our Approach to Application Security Measures

 Security-embedded development (DevSecOps)

Evolving security measures is a vital action for the CalSAWS Project to protect customers and the organization. Our proposed approach integrates security throughout the development lifecycle, offering regular opportunities for improvement without slowing down development. Our approach is automated and measurable—prioritizing vulnerabilities and recommending remediations for critical issues. At scale, this approach creates a shared responsibility across developers to improve security measures, and it drives transparency through reporting of identified issues.

Continuous Improvement and Innovation

Security threats are continually increasing and evolving. Continuous improvement and continuous delivery (CI/CD) is critical to stay ahead of bad actors who are finding easier ways to penetrate defenses to access information. As part of our project-wide continuous improvement program (CIP), we will evaluate and



implement ongoing improvements to our security measures. At the end of each quarterly cycle, our Transformation and Continuous Improvement Manager, Sean Swift, will work with our M&E Security Manager, Ben Trogia, to:

- Summarize metrics and qualitative feedback on the current quarter's performance such as the number of vulnerabilities discovered, vulnerabilities per line of code, vulnerabilities reintroduced, and vulnerabilities identified by phase, severity rate, and defect rate.
- Integrate the microservices based applications (when the legacy application is migrated to microservices based applications) into the CI/CD pipeline
- Use most recent industry threat models within our SAST and DAST testing and continually refresh these models.
- Bring suggestions to change tools, processes, and people to improve KPIs and SLAs and to address the qualitative feedback, such as changing how we measure success, introducing new metrics for tracking, fine-tuning the security testing platform, and introducing new security requirements.
- Conduct a quarterly retrospective to present findings and improvement ideas to the Consortium leads, QA vendor, other contractors, and other project stakeholders as applicable.
- Develop and implement the approved improvement ideas each quarter.

4.3.4.2 Tools and Technology

To support the security approach we have detailed, we bring a proposed security toolset, shown in Table 4-24.

Tool	Features and Benefits
Accenture Intelligent Application Security Platform (IASP)	Provides meaningful results from properly configured application security scans, enabling faster and more extensive insights through automation and consistent execution
Application Security Testing tools (AST): Static AST (Fortify), Software Composition Analysis (Black Duck), and Dynamic AST (WebInspect)	Integrated with IASP to detect and report security vulnerabilities in the application code in a timely manner
Penetration test from third party organization	Provides an independent view of the threats by simulating attacks on internal and external applications and infrastructure
Burp Suite	Provides API security testing

Table 4-24. Our proposed toolset supports strengthened security for CalSAWS.

4.3.4.3 Results Delivered

Strengthening Security Measures for a European-Based International Financial Institution



Our Approach in Action:

Accenture was already working with this client to perform SAST scanning in support of their 6,000 applications globally. A large transformation of their DevOps, along with a migration to a new technology stack, required security scanning services to be more flexible and automated.

We deployed our Intelligent Application Security Platform (IASP) within the client environment to serve as a central point for scan requests and automation platform for scan execution while integrating with the client's risk management and defect tracking toolset. This provided several important capabilities:

- Ability to onboard applications that are either CI/CD enabled or leveraging other approaches
- On demand execution of DAST scans, with dynamic allocation of scanning resources to optimize cost and ensure best scanning performance via IASP automation
- Perform initial triage and false positive reduction of scans
- Correlate identified vulnerabilities and creation of defect tickets in client defect tracking tool
- Integrate with client risk management toolset to automatically assign risk rating to vulnerabilities based on business criticality

Results Delivered:

- Set up DAST scanning service in the client organization
- Performed scans of initial 100 applications to provide the initial false positive analysis
- Demonstrated productivity improvements in application development teams
- Extended the solution to the existing SAST service
- Conducted a pilot with the client on automated false positive analysis for DAST scans
- Implemented and operate a dynamic and scalable on premise DAST scanning solution with scanning engines running only when required and closest to the target application to minimize impact of network connectivity on the scan result

4.3.4.4 How We Exceed the Requirement

Our approach to strengthening security measures will exceed the Consortium's requirements via the additional goal detailed in Table 4-25.

Going Over and Above	Benefit
Proactively prevent vulnerabilities throughout the lifecycle of a change (particularly early in Design and Build) and throughout CI/CD, in addition to identifying them when they exist.	<ul style="list-style-type: none"> • Emphasis on security in every step • Our integrated security platform, IASP • Increased protection of customer data • Security at the heart of everything we do—all Accenture employees maintain regular "security advocate" mandatory training • Regular continuous improvement and KPIs to measure success

Table 4-25. Our strengthened security measures will proactively address vulnerabilities.

4.3.5 Challenges and Risks

Item# ME-UA13

Identify the challenges and risks associated with implementing SDLC, UCD and SCR improvements and present your proposed risk mitigation strategies.

The CalSAWS Project stakeholders—and their unique needs and potential concerns—have been central to our thought processes as we have developed this proposed solution approach. In this section, we address our view of the challenges and risks associated with implementing these improvements to SDLC, UCD, and SCR processes, along with our risk mitigation strategies for each.

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

We comprehensively evaluated concerns with our proposed approach and agreed that based on our experience in providing M&E services for two decades, none rise to the level of a challenge. All the concerns are risks with some probability of occurrence (as noted below) and we have noted strong mitigating strategies for each, and none are challenges that are outside our control.

The following tables represent the risks related to implementing SDLC, UCD, and SCR improvements to CalSAWS and how we will mitigate the risks. We have based the probability, impact, exposure, level, and category based on the Appendix F – Risk and Issues Management plan.

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

SDLC Improvement Risks

Risk 1: Slow and/or Poor Adoption of the New SCR Governance Model

Probability	Impact	Exposure	Level	Category
30%	3	0.9	Medium	Schedule, Quality, Cost
Trigger			Customers Impacted	Owner
Governance model changes are not approved or are slow to implement			State, county users, clients, advocates, and the Consortium	Consortium Executive Director and Section Directors, Accenture Transformation and Continuous Improvement Manager, and application development team
Risk Description				
Delays in evolving and adapting to the new SCR governance model will cause higher costs and a longer timeline—a larger transition period with multiple processes being used at the same time. Additionally, poor adoption could create stakeholder and project confusion on new processes, poor delivery quality, and a loss of confidence and trust between the counties and the Consortium.				

Proactive Mitigation Strategy

Our mitigation strategies include:

- **Tailored change management plan:** Our change management plan will bring stakeholders along the change journey to adopt the new SCR governance model. We will create a planning workgroup comprising the Consortium and all CalSAWS Project contractors. This will encourage buy-in and ownership from all parties. Periodic progress monitoring, frequent retrospectives, and many feedback loops will help keep the implementation on track and promote communication, understanding, and buy-in.
- **Purposeful phased approach:** [REDACTED]
[REDACTED] Without this context, others could recommend a faster timeline. In this case, a shorter implementation does not equal a better one. Our priority is a successful implementation. For this reason, adequate time is essential to build in the requisite governance, training, and decision-making, etc. We propose a 12-month transition, using three phases to incrementally bring all parties into the process.
- **Insights from experience:** In our time at CalSAWS, we have had experience delivering SCRs with different governance models and understand that each change contains its own set of challenges. Our plan takes into account what has worked in the past and what has not.

Risk 2: Balancing Modifying the SDLC Approach While Still Delivering SCRs

Probability	Impact	Exposure	Level	Category
30%	2	0.6	Low	Schedule, Quality
Trigger		Customers impacted		Owner
Significant increase in material production issues or inability to deliver significant system changes		State, counties, clients		Accenture Transformation and Continuous Improvement Manager, Release Manager, and application development team, along with the Consortium

Risk Description

Difficulty balancing the transition to the new SDLC while still delivering SCRs could create schedule delays in meeting key milestones for SCR implementations and/or poor delivery quality.

Proactive Mitigation Strategy

Our proposal acknowledges the challenges that will occur as we balance these moving parts. As a result, we have a thorough [REDACTED] planning phase, during which we will define a planning workgroup. Once we have stacked hands on the approach, we will Pilot for [REDACTED] with [REDACTED] to start. This will be isolated to [REDACTED] to limit the breadth of the impact during the [REDACTED].

This process enables us to evaluate feedback received during the [REDACTED] and use it to adjust as we enter the Expand phase over the next six months.

Over the past 20 years on the CalSAWS Project, we have effectively changed our internal delivery approaches while delivering value to the Consortium, as with the Release When Ready process. Code version control, early solution plan clarity, and a thorough conflict resolution process help to mitigate risks during these changes.

Additionally, our proposed approach—[REDACTED]—enables us to focus on isolated areas and mitigate impacts to continuing business as we pilot. Additionally, rolling out in phases provides a safety net that minimizes impact.

The risk is lower with Accenture due to our existing domain knowledge and experience implementing Agile transformations. Accenture understands the business and technical landscape like no other contractor. This gives us a unique perspective in how to maintain existing momentum while embracing change. Our deep technical knowledge of the system will mitigate impacts to deliver quality as we move forward with this change. Additionally, we know and understand the stakeholder parties, so we can advise the Consortium on where we should focus.

UCD Improvement Risks

Risk 3: Competing Priorities Slow UCD Success

Probability	Impact	Exposure	Level	Category
70%	3	2.1	Medium	Schedule
Trigger		Customers Impacted	Owner	
UCD SCRs are not prioritized, or designs do not incorporate user input		County users, advocates	Consortium Section Directors, Consortium product owner, Accenture Application Manager and Accenture application development teams	
Risk Description				
Competing priorities may not allow us to make usability improvements based on UCD feedback to focus on policy and procedure enhancements. UCD participants may not actively participate without seeing sufficient and continuous action based on their recommendations.				
Proactive Mitigation Strategy				
To ensure UCD SCRs can be successfully implemented, our mitigation strategies include:				
<ul style="list-style-type: none">• Identify and track UCD priorities: We will work with the Consortium to identify UCD-based improvements for each release.• Embed UCD in SCRs: We will embed UCD in the design of each SCR, as appropriate, to enhance the user experience whenever possible.• Seek input: Seek UCD feedback independently of prioritized system change requests. This will create a healthy backlog of changes to make based on feedback from end users.				

Risk 4: Unclear UCD Decision-Makers

Probability	Impact	Exposure	Level	Category
70%	4	2.8	High	Schedule, Quality, Cost
Trigger		Customers Impacted	Owner	
Decisions are not made timely, or decision makers have limited insight to make decisions for all counties		Committees, county users, clients, advocates	Consortium product owners and Accenture application development and UCD teams	
Risk Description				
Not having the appropriate decision-makers involved in the design process can result in poor or delayed designs. Inclusion of advocate groups may result in conflicting and slow feedback. Without the right input and decision-makers, system usability is not aligned to users, which creates a poor user experience and feedback.				
Proactive Mitigation Strategy				
We mitigate this risk by confirming that we have [REDACTED] who are empowered to make the appropriate decisions across the various user feedback that is received. We will select an approach early on that is [REDACTED] SCRs which necessitate advocate feedback such as Contact Center Design, Lobby kiosk design and text-message design will be gathered as early as possible. Our communications and adoption planning will facilitate demonstrating the value of UCD to obtain buy-in from involved stakeholders across the project.				

SCR Improvement Risks

Risk 5: Disruption to Release Schedules Due to Lack of Coordination with the Infrastructure Contractor

Probability	Impact	Exposure	Level	Category
10%	4	0.4	Low	Schedule, Quality
Trigger			Customers Impacted	Owner
Missed releases, schedule delays, Dev/Test environments improperly configured, unplanned releases due to HW/SW upgrades or vulnerability patching			State, county users, clients	Release Manager, Consortium Section Directors
Risk Description				
If the Infrastructure Contractor does not coordinate with the M&E contractor, disruptions to the release schedule will occur. Disruptions can be caused by last minute policy changes or critical HW/SW patching.				
Proactive Mitigation Strategy				
To avoid disruptions to release schedules, we will coordinate closely with the Infrastructure Contractor and work with the Consortium to allocate SCR capacity. Our mitigation strategies include:				
<ul style="list-style-type: none"> • Close coordination: We will stay in close coordination with the Infrastructure Contractor and attend their technical status meetings to maintain communication. Our contractor success champion for Infrastructure will also advise the infrastructure team on items that require M&E involvement. • Identify and prioritize SCRs: We will work with the Consortium to proactively identify and prioritize Infrastructure Contractor-initiated changes. 				

Risk 6: Dependency on Infrastructure Contractor Impedes Faster SCR Delivery

Probability	Impact	Exposure	Level	Category
30%	3	0.9	Medium	Quality, Cost, Stakeholder
Trigger			Customers Impacted	Owner
Continuous development and production environment incidents			State, County users, clients, Consortium	Accenture Transformation and Continuous Improvement Manager, Release Manager, and application development team, Consortium Section Directors
Risk Description				
Dependencies on the Infrastructure Contractor to deliver timely and accurate builds, perform data refreshes on time or as requested, configure environments to meet minimum requirements, and provide developer and tester access in a timely manner will disrupt the M&E Contractor in increasing the speed and quality of SCRs.				
Proactive Mitigation Strategy				
To avoid delays and increase the speed and quality of SCRs, our mitigation strategies include:				
<ul style="list-style-type: none"> • Clearly defined roles and responsibilities: We will work with the Delivery Integration Office to clearly define roles and responsibilities with RACI matrix and set internal SLAs and KPIs for the Infrastructure contractor. These KPIs will include turnaround times for environment provisioning, builds, data refreshes, special configuration requests, and access requests for developers and testers. • Close collaboration: To enhance communication and transparency, we will include the Infrastructure Contractor in ongoing release planning and status meetings. Any needs identified for the Infrastructure Contractor will be documented as part of these meetings. We will also have dedicated a contractor success champion to assist the Infrastructure Contractor for collective success. 				

Security Risks

Risk 7: Security is an Evolving Threat

Probability	Impact	Exposure	Level	Category
10%	5	0.5	Low	Cost, Stakeholder
Trigger			Customers Impacted	Owner
As security vulnerabilities evolve, new threats are introduced with more sophisticated attacks			Clients, counties, State, Consortium	Accenture Security Manager and development teams
Risk Description				
What works today may not be sufficient for tomorrow's threats. We need to constantly review and test to see if there are new vulnerabilities that are not captured with our current safeguards.				
Proactive Mitigation Strategy				
This risk is lower with Accenture because our security approach contains routine updates to discover and address the most up-to-date security threats. We mitigate evolving risks via our continuous improvement program with quarterly reviews and follow-up actions, along with periodic penetration testing. In addition, security is embedded within our DevSecOps development approach where security scans are automated and performed early in the development lifecycle using [REDACTED].				

Risks Conclusion

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

4.4 Understanding and Approach to Innovation

RFP # 5.3.3.4 (RFP Table # 43)

We have a long history with the California Statewide Automated Welfare System (CalSAWS) Consortium of successfully pioneering solutions for the counties. We launched the country's first web-based integrated eligibility (IE) system, adopted an external rules engine, and migrated CalSAWS to AWS Cloud. Now with a formalized program, we are continuing to build a more innovative culture throughout the project to capture and funnel innovative ideas. As you will read in this section, our proposed innovation approach incorporates the CalSAWS Innovation Team and contractors throughout the process underscored by the following guiding principles:

Fully integrated CalSAWS organization: Promoting learning and sharing of innovation successes across the organization inspiring all staff to bring their **very best thinking** to the work that they do.

Accelerate Innovation: The counties won't have to invest in separate ancillary systems, because CalSAWS is **continually listening** to the counties and adapting to incorporate best-in-class solutions.

Outstanding customer service: Counties and customers can receive the kind of **intuitive experiences** they get in their private lives, via a more efficient and stable system tailored to their needs.

Increased user efficiency: Innovation that brings automation and **improves worker productivity** helps to offset the negative impacts of labor and talent shortages.

Table 4-26 describes the five overarching themes—Acceleration Essentials—of our Innovation approach for CalSAWS.



Creates a True CalSAWS Innovation Culture

- **Continues** the award winning CalSAWS quarterly innovation challenge
- **Collaboration** with Consortium and CalSAWS contractors leading to co-innovation
- **Bring latest industry thinking** through innovation days, innovation labs, AWS partnerships, Accenture broader network
- **An all-inclusive approach** that promotes a culture of innovation

What We Bring	What You Get
Annual innovation day in collaboration with highly innovative firms	The Latest Industry Thinking through an immersive experience to explore and identify technology innovations
Continue our award-winning innovation program via quarterly innovation challenges	Accenture investment to solve real problems facing the counties
CalSAWS innovation lab: a central place to experience all CalSAWS innovations	Co-innovation: Continuous Improvements and system modernization across the entire ecosystem
Rapid prototyping, analysis, and evaluation of emerging technologies through continuous innovation	Accelerated modernization: Ability to move faster at achieving future objectives

Table 4-26. The features (What We Bring) and the Benefits (What You Get) of our approach fosters a culture of collaboration and innovation.

4.4.1 Approach to Innovation

Item# ME-UA14

Describe your approach to proactively explore, identify, analyze, evaluate technology innovations, and formulate recommendations for potential inclusion to the CalSAWS application. Describe how you will:

- Coordinate with the Consortium to evaluate emerging technologies,
- Propose integration of selected innovation, technologies into the CalSAWS platform,
- Evaluate value and impact to business operations and develop strategies for implementation.

4.4.1.1 Innovation Framework

We believe in co-innovation through collaboration and shared objectives, and we share your passion for driving innovation into CalSAWS. Over the last three years, we have worked with you to formalize and expand our innovation program. Moving forward, we are ready to implement the next phases of encompassing innovation at CalSAWS. In this section, we provide our approach to proactively explore, identify, analyze, evaluate technology innovations, and formulate recommendations for potential inclusion within the CalSAWS application. We also describe how we will coordinate with the Consortium to evaluate emerging technologies, propose integration of selected innovative technologies into the CalSAWS platform, evaluate the value and impact to business operations, and develop strategies for implementation.

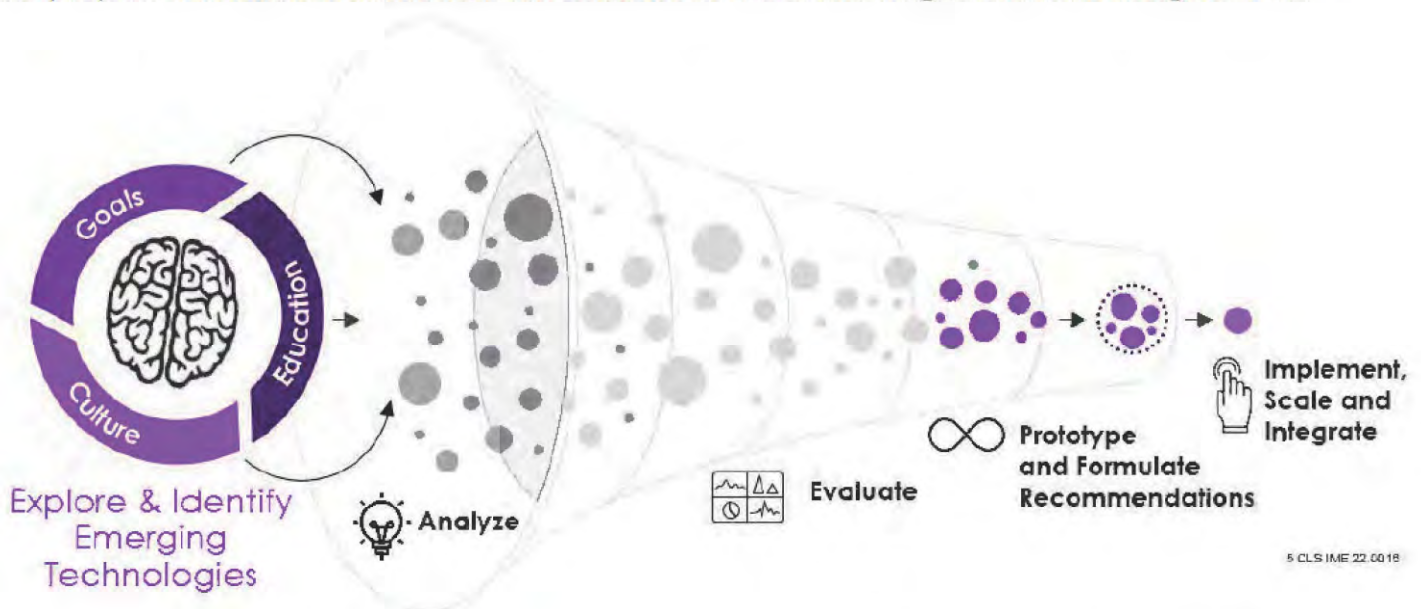
Our proposed innovation program is directly based on the effectiveness of our quarterly innovation challenge program within CalSAWS, combined with industry knowledge and experience building impactful innovation programs elsewhere. With learnings from CalSAWS—the formalization of our innovation process and understanding of what approaches are most effective—we have expanded the next iteration of the program. In it, we will grow the culture of innovation, bring in the entirety of the CalSAWS partner and contractor ecosystem, and increase the scope of ideas funneled through the process.

Our proposed **innovation framework for CalSAWS** includes five stages as shown in Figure 4-31:

Key Success Factors

Our expanded innovation program features:

- An innovative CalSAWS culture and mindset
- Innovation days to showcase emerging technologies
- Consortium and stakeholder touchpoints at every step
- Full inclusion of the multi-contractor ecosystem
- A purposeful evaluation process to bring the best ideas forward



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Figure 4-31. Accenture brings a five-stage Innovation Framework for CalSAWS.

As illustrated in Figure 4-31, we will funnel ideas through each step of our innovation framework, using evaluation and proofs of concept (POC) to measure and score each against business-driven success criteria. In the following pages, we detail this approach, how it will integrate with the CalSAWS timeline and ecosystem, and our key areas of focus as they align to CalSAWS' overarching mission and vision.

Stage 1: Explore and Identify Emerging Technologies

Innovation begins with education, learning, and discovery. Building on our knowledge and understanding of what works for CalSAWS, the expansion of our innovation program will feature opportunities to explore, identify and learn about emerging technologies through **three distinct channels**.

Annual Innovation Day

This will be an exciting, all-day opportunity for the CalSAWS community to share and learn about emerging and innovative technologies. Accenture will hold this event annually, and will bring the following elements together:

- A readout of the **annual CalSAWS innovation report**, summarizing all the innovations explored, prototyped and/or implemented at CalSAWS in the prior year
- **Presentation of emerging technologies** and innovative ideas by Accenture, AWS, software product vendors, other CalSAWS contractors and when possible, Accenture's clients who are leading their industry in innovation
- A summary of key themes, thought leadership and innovations presented at various industry conferences and summits (such as APHSA conferences, Harvard Summit, AWS re-invent, etc.)
- Hands-on and **immersive experience** to explore various innovations at Accenture's San Francisco Innovation Hub
- At the conclusion of each annual innovation day, Accenture will summarize the various ideas/technologies presented at the event and will bring them forward into stage 2 of our framework for further analysis



Quarterly Innovation Challenges

On a quarterly basis, Accenture will hold an innovation challenge to **solve direct challenges facing the counties**. A rotating group of county directors will provide the project with their most pressing business challenges. Working with the Consortium, Accenture will launch the challenge to the entire CalSAWS community, including counties, other software and services contractors, State partners, and the CWDA. "Contestants" across the CalSAWS organization will submit their ideas to solve these challenges and Accenture will collect all ideas and bring them forward into stage 2 of our framework for further analysis.



Innovation at Accenture

Our strong IP portfolio is a key driver of our innovation.

- 100 innovation centers globally
- 8,300 patents (and pending) worldwide
- \$1.1 billion invested in FY22 to develop leading-edge research and development

In 2021, the Consortium and Accenture co-created the quarterly innovation challenge program—based on the popular Shark Tank television show—to formalize our innovation approach within CalSAWS. **This program won the 2022 ISM Award for Best Collaboration Across Boundaries by the American Public Human Services Association (APHSA).** The progress and learnings from this program directly influence our proposed next iteration of the innovation program for CalSAWS, and we intend to continue the quarterly innovation challenges as a component of our expanded program moving forward. One notable change we will make to this is to integrate other CalSAWS contractors into these events. We describe the existing quarterly innovation challenge program (and some of its specific achievements) in more detail in Section 4.4.2 Innovation Experience.

Quarterly Innovation Challenge Program



To date, we have completed two rounds, with **150 submitted ideas, 10 pitches, six pilots, and three ideas** scaled statewide into the CalSAWS Project.

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Open Innovation Channel

Innovative organizations don't limit innovation to a single innovation day or quarterly events, and neither will CalSAWS. Accenture will continue the project's existing open innovation channel, for any member of the CalSAWS community to submit innovative ideas to improve a business process, system function or an aspect of the project. We will work with the Consortium to conduct county site visits and an annual survey of county staff to collect improvement opportunities and submit innovation ideas based on user feedback collected.

As the CalSAWS community comes up with new ideas, we will leverage the existing **CalSAWS ServiceNow Idea Portal** for users to submit, vote, and comment on ideas. The community can submit ideas through this tool at any time and Accenture will collect all ideas and bring them forward into stage 2 of our framework for further analysis.

Stage 2: Analyze

As ideas are generated and collected, **Accenture's dedicated innovation team** will categorize ideas, combine similar ones, and do a preliminary analysis of each idea. This analysis will include a rough effort estimate of implementing proof of concepts, additional software/hardware needs, overlap with existing or planned functionality, a preliminary business case and initial merits of each idea.

On a periodic basis, and during each quarterly innovation challenge, we will prepare a summary of this analysis for further evaluation by the Consortium innovation team as part of Stage 3 of our innovation framework. This summary will also include any data collected as part of any community voting on the CalSAWS ServiceNow Idea Portal.

Stage 3: Evaluate

Working with the Consortium, we will jointly establish key areas of focus for innovation and scoring criteria that focuses on value and impact to business or technical operations. As described in Stage 2 (Analyze), on a periodic basis, and during

Accenture named a leader in The Forrester Wave: Innovation Consulting Services, Q2 2021 report.

Accenture is top ranked in the criteria of current offering and market presence and achieved the highest possible score in 20 categories, including: innovation strategy support; innovation culture transformation support; innovation vision; data analytics, AI, and insights; innovation partner ecosystem; and methodologies for innovation. The report notes that Accenture "supports scaling and sustaining to accelerate business launches with its technology delivery centers and global ecosystem partners, backed by change management and governance capabilities."

each quarterly innovation challenge, we will work with the Consortium innovation team to evaluate each idea against these criteria and select which will move forward in the innovation process. Evaluation criteria will consist of available funding, cost effectiveness, business value, feasibility to prototype in six-to-eight weeks, and alignment with Consortium strategy and other priorities. We will measure ideas against all criteria on a scale of high, medium, or low, with a respective number ranking for each. If necessary, we will also solicit input from the Joint Powers Authority (JPA) Board and/or Project Steering Committee (PSC). The applicable business value measurement will be unique for each idea, so we will co-create this measurement for each. Once we have evaluated, prioritized, and selected the top-ranking ideas, we will clearly define success criteria (exit criteria) for each as they head into stage 4 for prototyping.

The top five ideas gathered and analyzed as part of the Quarterly Innovation Challenges will be presented to the county director panel for final selection of the winning idea(s). As a commitment to the success of the CalSAWS innovation program, Accenture will continue funding a subset of POCs selected as part of the Quarterly Innovation Challenge each year.

Stage 4: Prototype and Formulate Recommendations

The goal of the prototype phase is to gather the data needed to **evaluate value and impact to business/technical operations and help develop strategies for implementation**. For ideas selected to prototype, we will estimate the solution effort using people within our Accenture network with relevant experience on similar projects. Additionally, we will involve the infrastructure team and others as necessary across the ecosystem to thoroughly plan and execute the POC. For example, if we are planning a POC using a new software product, we will work with the Consortium Architecture/Security team and the CalSAWS infrastructure contractor to evaluate and estimate the infrastructure required to complete the POC and incorporate it into the overall solution.



Along with the Consortium, we will clearly define success criteria (exit criteria) for each prototype. We will also seek contribution and approval from key CalSAWS stakeholders as part of the exit criteria. The POC team will execute and complete the prototype project through the SCR process within the prescribed six-to-eight-week timeframe, comprising data discovery, weekly Scrum activities, a midpoint review, and final readout. Where applicable, we will work with the counties to create workgroups and involve CalSAWS committees in design thinking sessions to incorporate input from all regions.



What Our Clients Say...

While working with Accenture to design, develop, test, and deploy a Virtual Assistant for San Diego County, the audacious goal of 30 days was proposed; not only was that goal met, the Virtual Assistant was deployed almost two weeks ahead of schedule.

— Amy Klock,
Human Services Program Manager,
County of San Diego

CLS IME 22.0267

As a final step before going into stage 5, the dedicated Accenture Innovation team will work with the POC team to formulate a recommendation for each idea/prototype based on the exit criteria, lessons learned, outcomes/value delivered by the POC and if applicable, a projected return on investment (ROI). We will work with the Consortium to review the value and impact to business operations of each POC, using our jointly defined success criteria and ROI calculation based on business need.

Findings and recommendations for ideas that were selected for prototyping as part of the Quarterly Innovation Challenges will be presented to the county director panel for obtaining a preliminary recommendation to scale the idea(s).



CalSAWS innovation lab: As part of Innovation Framework, we will create a CalSAWS Innovation Lab to allow the CalSAWS community to experience past and current innovations and prototypes. We will showcase already-deployed CalSAWS innovations (such as lobby kiosks, lobby tablets, chatbots, and virtual reality trainings), along with new prototypes and proofs of concept underway. Working with the Consortium, we will select the innovations that are available for show casing. Visitors to the lab can experience these technologies "hands on" and participate in design thinking activities when they are underway. Our team will also create and share videos via a dedicated YouTube channel to highlight these innovations.

Stage 5: Implement, Scale, and Integrate

After the completion and final disposition of each POC, the final stage of our innovation framework will integrate approved innovation technologies into the CalSAWS platform. For POCs approved for scaling, we will coordinate with the appropriate contractors, teams, and stakeholders to develop strategies, estimates and implementation plans for integrating into the CalSAWS platform. The estimates will account for one-time implementation costs as well as any ongoing maintenance costs. We will also work with the infrastructure vendor to account for additional services, software, hardware, and cloud-hosting costs.

The final comprehensive proposal for scaling each approved prototype will be presented to the Consortium innovation, finance and executive teams for final review and approval. We will work with the Consortium finance team to identify funding sources or incorporate into future funding requests (IAPDUs). When funding is available and allocated, the appropriate team will then submit the SCR and implement the project.

Innovation Framework Implementation Timeline

Because elements of our innovation approach are already in motion at CalSAWS, our timeline to implement the proposed expanded program is ready to begin Day 1 of the Transition-in period, as shown in Figure 4-32. On Day 1, we will have drafts, ideas, and plans—components of our M&E Services Plan and associated Operational Working Documents—ready to review with you and finalize over the first three months. The proposed implementation timeline for the transformation activities is based on requisite participation from both the Consortium and the new infrastructure vendor for dependent activities.

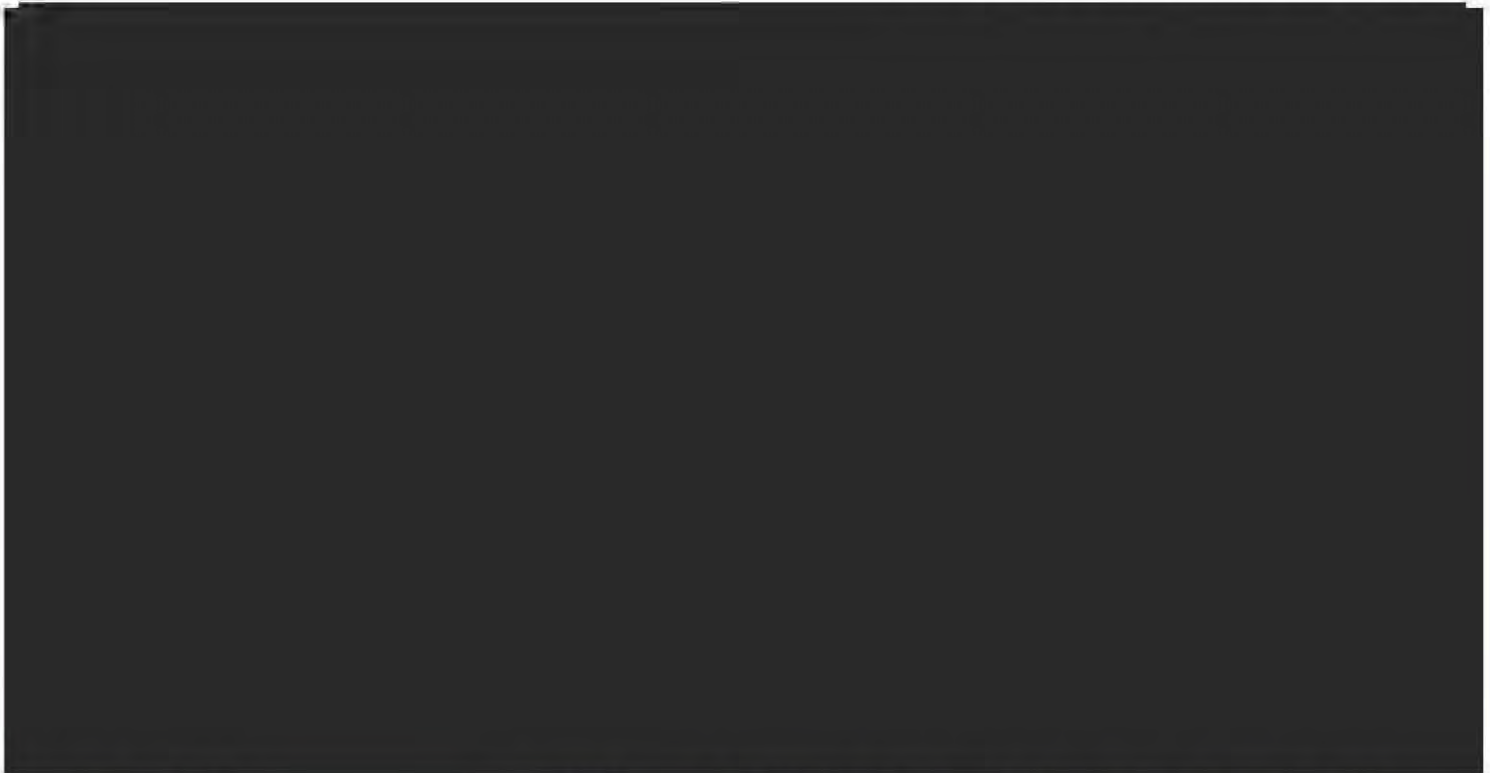


Figure 4-32. [REDACTED] our program is ready to begin innovating for CalSAWS quickly.

Continuous Improvement and Innovation

Clear goals and evaluation metrics help guide innovation that is most valuable to CalSAWS. Therefore, our proposed innovation program features built-in elements to confirm impacts. As part of our project-wide continuous improvement program (CIP), we will evaluate and implement ongoing improvements to our innovation approach. The program will run on a quarterly cycle and will be led by our **CalSAWS Transformation and Continuous Improvement Manager, Sean Swift**. At the end of each quarterly cycle, our CIP Lead will work with our **M&E Innovation Lead, John Dray**, to:

- Evaluate innovation costs to business outcomes
- Measure innovation outcomes against defined ROI and business improvement criteria
- Assess the innovation program, using proven Accenture strategies to score ourselves and measure progress
- Measure success—evaluating the quantity and quality of submitted ideas and creating an action plan for improvement
- Identify ways to improve the CalSAWS Innovation Program to increase the overall number of ideas submitted and the rate passed through to implementation against predetermined targets. We will also collaborate with other CalSAWS contractors to improve their engagement when appropriate.



CLS IME 22.0213

4.4.1.2 Tools and Technology

We will continue to host collaborative design thinking sessions as part of our innovation program for CalSAWS. These can occur in person—such as in our innovation labs or during innovation activities—and can also be conducted virtually through the Mural tool, when appropriate.

The web-based Mural tool enables virtual collaborative design thinking sessions—making it possible for participants to join from various cities and office locations, including a home office. As illustrated in Figure 4-33, design thinking sessions solicit and capture input from a range of interested parties—users, system developers, and policymakers—to shape the direction and goals of the innovation journey.

As part of our innovation program for the CalSAWS Project, we will bring the tools detailed in Table 4-27, to facilitate ideation, collaboration, and improvement.



Figure 4-33. CalSAWS design thinking sessions bring together various organizations and functional perspectives.

Tool	Features and Benefits
Design thinking sessions	These facilitated, multi-disciplinary group meetings promote brainstorming and planning for innovation, user-focused design, and creativity to improve product and processes.
Mural	This virtual design thinking tool enables virtual collaboration where in-person meeting is not possible or practical.
ServiceNow Idea Portal	<p>This tool enables the following capabilities:</p> <ul style="list-style-type: none"> • View, submit, vote, and subscribe to ideas • Collaborate using comments to discuss and exchange information on ideas • View the details of an idea and ask or answer questions and exchange information about an idea using comments to maintain a trail of discussion and help identify key contributors for an idea or reasons for its success and failure • Manage submitted ideas • Review and evaluate the submitted ideas and select the ideas that meet their requirements • Assess the popularity and demand of an idea from the number of votes
Maturity quiz	This quiz measures the maturity of the innovation program, providing insight and metrics to guide improvement.

Table 4-27. We bring tools to foster collaboration and creativity while measuring impact.

4.4.1.3 Managing Change and Communication

Evolving our approach to innovation will be an enterprise-wide endeavor, involving CalSAWS stakeholders, system users, contractors, and partners. Therefore, effective and enhanced communication is essential to this effort. Because our innovation program builds on what we have already established, we have a plan and timeline ready for next steps, both immediate and longer-term, as illustrated in our approach timeline. Central to this plan, we will build an official marketing and communications plan for innovation. This plan will comprise separate initiatives for CalSAWS, counties and the public, such as brown bag sessions, meetings with counties, and presentations to the Joint Powers Authority (JPA) and Project Steering Committee (PSC).

4.4.1.4 Results Delivered

CalSAWS: San Bernardino County Bots



Our Approach in Action:

To save contact center agent and caller time in San Bernardino County, our team developed two automated robot tools—one for authentication and another for natural language understanding (NLU)—integrated with the system's existing IVR. We developed these over seven months and implemented them to production in 2021.

For the authentication bot (AuthBot), we added functionality to the existing login menu, using a speech engine to authenticate a caller via two of six available datapoints (such as case number, date of birth, social security number, etc.). The NLU WelcomeBot functionality features open-ended questions at the start of a call and routes the caller to the correct program queue based on their response. It covers the most-requested programs and actions supporting the CalFresh, CalWORKs, and Medi-Cal programs. Push notifications provide benefits information, document status, or document requests to customers, without staff manual involvement. Moving forward in our proposed innovation program for CalSAWS, we will continue to foster a culture of innovation with rapid POCs to achieve continuous improvement, as demonstrated in this example.

Results Delivered:

- Transactions processed: More than 1 million interactions per year and a success rate of 87 percent for AuthBot, 66 percent for WelcomeBot, and 17 percent for push notifications
- Agent time deflected: 1-minute average reduction by agent and 47,000 agent hours saved per year
- Business benefits: 47 full-time equivalent (FTE) provided by AuthBot, WelcomeBot, and push notifications with a 17-percent reduction in average handle time (AHT)

CalSAWS: San Diego County AVenueS



Our Approach in Action:

San Diego County wanted to address error rates in eligibility decision after recognizing that new case workers needed more real-world experience to help them conduct interviews. The county selected the award-winning Accenture Virtual Experience Solution (AVenueS) to train caseworkers and worked with us to build a virtual reality scenario in which trainees interview applicants.

When trainees put the headset on, they encounter one of three scenarios where they must walk a family through the basic benefits application. Once the trainees take the headset off, they participate in a seminar where they work together to unpack their thinking, review their experiences and biases, and learn essential skills.

Results Delivered:

- Creating a project-wide culture of innovation to spur ideas for continuous improvement.
- San Diego County won the Information Technology Solutions Management for Human Services (ISM) affinity group national award for the Best Use of Technology for Operations with an Internal Focus.

4.4.1.5 How We Exceed the Requirement

Our approach to innovation for CalSAWS will exceed the Consortium's requirements via the additional goals detailed in Table 4-28.

Going Over and Above	Benefit
We bring a collection of innovation ideas ready to "prime the pump" with the Consortium on Day 1	<ul style="list-style-type: none"> • Faster value realization from innovation • Alignment with the CalSAWS Annual Strategic Plan and Future Vision

Going Over and Above	Benefit
Enhanced focus on the One Team CalSAWS culture	Enterprise thinking: Working with and accepting ideas and support from the Consortium and all your contractors creates a more inclusive, innovative culture. We track engagement by contractor to encourage participation.
To better understand the CalSAWS Project's readiness for innovation and identify gaps, we will create marketing materials and campaigns.	Embeds innovation into the CalSAWS culture with tasks that supplement the requirement, measuring and sustaining progress through the Innovation Launchpad
Integrate with Accenture's broader Innovation Network	CalSAWS stays best in class by continuing to get the best of Accenture
Create an onsite innovation lab	Promotes collaboration and showcase impactful innovative ideas

Table 4-28. Our goal is for CalSAWS to be the leader in public sector HHS innovation.

4.4.2 Innovation Experience

Item# ME-UA15

Describe how your firm successfully developed and implemented a similar Innovation program on a previous engagement.

Across Accenture, ongoing innovation is integral to the clients and programs we serve. In this section, we describe how Accenture successfully developed and implemented similar innovation programs on previous engagements. We present two such examples—including one from our work on the CalSAWS Project.

CalSAWS Quarterly Innovation Challenge Program

A creative approach to innovation

Together with the Consortium, we co-created an innovation program based on the popular Shark Tank television show. "Contestants" across the CalSAWS organization compete to improve customer service through innovation, with winning ideas potentially implemented statewide. Moving forward, we intend to continue the quarterly innovation challenge program as a key component of our expanded innovation approach for CalSAWS.

How we developed and improved the innovation program

Along with the CalSAWS DD&I project and the system's transition to the cloud, there was recognition that the project needed to continually innovate to stay current and relevant. To address this need, the Consortium's change order included a budget for innovation. Early on, we collaborated with the Consortium and across teams to establish an innovation workgroup, consisting of CalSAWS section directors and other leads across the project. Together, we conducted design thinking sessions and co-created a program to funnel innovative ideas. This Phase 1 involved a prioritization and approvals process, evaluation, prototyping/piloting, and implementation.

We worked iteratively with Consortium leadership to tweak and improve the process for Phase 2 of the innovation program. To increase the business relevance of the program and its ability to rapidly deliver POCs, we involved the counties and Consortium to better understand and address their needs.

CalSAWS Quarterly Innovation Challenge Program

When tech meets human ingenuity

Today, each quarterly event begins with a business challenge identified by the Consortium. Participants across Accenture, the Consortium, and the counties are invited to submit ideas to address this challenge. Together, Accenture and the Consortium down select the top five ideas.

- **Preparing the pitch:** Each of the five teams—including Accenture, county members, and other subject matter advisors—develops their idea via design thinking workshops, defines the prototype, and crafts the story.
- **In the tank:** The panel (county and CalSAWS directors and Accenture's innovation lead) chooses ideas for a three-month proof of concept within one county. Once complete, the panel decides whether to scale the ideas based on pilot results.



What Our Clients Say...

It was amazing to listen to the creativity of the various teams from county staff, to project and other stakeholders. The common theme that was expressed in the innovation pitches was staying connected with the people we serve.

— Gilbert Ramos,
Director San Diego Transitional Assistance
Department, CalSAWS Innovation Program

CLS IME 22.0287b

A valuable impact

Our first-ever quarterly innovation challenge event in August 2021 yielded three POCs, selected from 80 submitted ideas. All three are currently rolling out to the 58 CalSAWS counties.

- **LA County robotic process automation:** we reduced customer call time from 36 to four minutes—an 89-percent reduction—for electronic benefit transfer replacement requests.
- **San Diego County virtual assistant:** We created a new channel for customer help and interaction via an external virtual assistant. The POC produced 23,100 messages, averaging 4.5 messages per conversation.
- **San Diego County smart virtual AI assistant for county workers:** This internal virtual assistant serves as a training resource for county staff. The POC produced 752 messages or 4.5 messages per conversation.

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Item# ME-UA16

As we look forward to the next iteration of our innovation program, participation with and supporting the existing CalSAWS Innovation Team is central to our plan. In this section, we describe how we will participate with and support the existing CalSAWS Innovation Team in relation to our overall innovation strategy. We have worked with the CalSAWS Innovation Team—which has consisted of the CalSAWS technical director and team. Historically, this close connection to the technical director and technical team has been valuable, as most of our innovations to date have involved technical

aspects. This relationship has enabled an important first layer of approval to send ideas through the innovation funnel.

Inclusivity is a cornerstone of our strategy, with ongoing touchpoints to confirm our efforts are aligned with your team's vision, goals, and efforts at every step. In parallel, every phase and activity within this program also provides touchpoints across the multi-contractor CalSAWS organization, to promote a true culture of innovation.

In Table 4-29, we detail how we will work with and support the CalSAWS Innovation Team throughout the innovation program and its activities. At the start of our enhanced innovation program, we will work with the Consortium to co-develop the goals and vision that will guide the program's activities and focus for the coming year—challenges, conferences, and selection criteria. We will evaluate these together periodically and update them as appropriate.

Key Success Factors

The CalSAWS Innovation Team is central to our strategy, serving as key decision-makers at every point:

- Vision and goals
- Events
- Innovation challenges
- Evaluating and approving new ideas for POC and implementation

Innovation Stage	Activity	CalSAWS Innovation Team Touchpoints
Explore and Identify	Annual Innovation Day	<ul style="list-style-type: none"> • Include CalSAWS Innovation Team and Consortium leadership in the Innovation Day planning meetings and agenda creation to align on the goals and planned outcomes of the Annual Innovation Day
	Quarterly innovation challenge approach	<ul style="list-style-type: none"> • Work with CalSAWS Innovation Team and Consortium leadership to define quarterly challenges with the panel of county directors, publish the challenge, and compile ideas (note: evaluation and POCs occur in later stages).
	Open Innovation Channel	<ul style="list-style-type: none"> • Share all ideas from general idea submission on a periodic basis and receive approval from the CalSAWS innovation team to begin preliminary analysis
Analyze	Analyze	<ul style="list-style-type: none"> • Share preliminary analysis (including rough estimates for POC, additional hardware/software needs, functionality overlaps, and merit) of all ideas with CalSAWS innovation team
Evaluate	Idea evaluation	<ul style="list-style-type: none"> • Work with CalSAWS Innovation Team to develop the scoring criteria that all ideas will be scored against and score each idea to determine which will advance to the innovation challenge pitches in preparation for the prototyping phase
	ROI metrics	<ul style="list-style-type: none"> • Work with CalSAWS Innovation Team to establish ROI metrics for each idea as they all may vary
Prototype and Formulate Recommendations	Evaluate ROI	<ul style="list-style-type: none"> • Work with CalSAWS Innovation Team and Consortium leadership to prioritize POCs through the evaluation of ROI outcomes.
	Prototyping approach	<ul style="list-style-type: none"> • Work with CalSAWS Innovation Team, submitters of the idea/s, and the counties to develop the prototype approach
	CalSAWS innovation lab	<ul style="list-style-type: none"> • Work with CalSAWS Innovation Team to identify new POCs for showcase in the lab • Create a schedule for all innovation teams to work in the lab to provide consistent onsite coverage
Implement, Scale and Integrate	Evaluate success	<ul style="list-style-type: none"> • Work with CalSAWS Innovation Team to evaluate success and approve the exit criteria
	Implementation/scaling of approved ideas	<ul style="list-style-type: none"> • Work with CalSAWS Innovation Team, submitters of the idea/s, and the counties to present results and recommendations to scale

Table 4-29. Our approach supports and engages the CalSAWS Innovation Team in every phase.

Innovation Roadmap



Continuous Improvement



Moving forward in our work together, we will continuously improve our support of the existing CalSAWS Innovation Team by embedding them in our innovation process, as we have described throughout this section. This collaboration will enable the CalSAWS Innovation Team to suggest changes in processes or activities early on and to continuously provide candid feedback on how our approach can be improved.

As part of our project-wide continuous improvement program (CIP), we will conduct retrospective sessions every quarter with the CalSAWS Innovation Team to evaluate activities and outcomes and to brainstorm ideas for the innovation path ahead. This quarterly effort will be led by our CalSAWS Transformation and Continuous Improvement Manager, Sean Swift, working with our M&E Innovation Lead, John Dray.

4.5 Transition-In

RFP # 5.3.3.5 (RFP Table # 44)

As your current CalSAWS M&E partner, Accenture will provide operational continuity and significantly reduced risk as we move into the new contract. We believe CalSAWS is a Living System and have planned for incremental transitions leading to transformation of our delivery organization throughout the life of the contract. We understand the M&E Transition-In scope includes, and is not limited to full support of:

- Core CalSAWS Application
- Contact Center Application
- Child Care Portal, OCAT, and GA/GR Correspondence Applications and
- Imaging

As the incumbent CalSAWS M&E Contractor, Accenture has unique knowledge and experience with the Core CalSAWS, Contact Center and Child Care Portal and Imaging, requiring no transition. For new scope, we will perform M&E activities for the GA/GR correspondence solution and add EY (formerly Cambria Solutions), the current OCAT partner, to our subcontractor team. While another contractor would need to spend valuable time on knowledge transfer for the entire CalSAWS system, including the Contact Center and Child Care Portal applications, we instead use that time to transform our team and processes into the new ways of working and accelerate innovation for the Consortium and the counties.

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

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

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

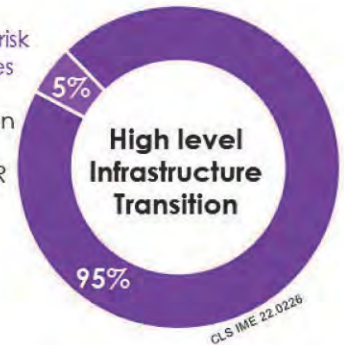
As an outcome of this process, we developed an approach that results in a fast, secure, and high-quality transition of the CalSAWS M&E scope of work from our current contract to the new contract.



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

- Unmatched timeline to stabilization in the new contract
- Concentrated new scope areas result in the lowest risk
- Experienced Transition Manager complimented by Transformation Manager
- Unified support and leadership for the newly forming DIO

Accenture has low-risk Transition-In activities for **5%** of the CalSAWS application support scope. This includes the GA/GR correspondence solution.



Accenture requires zero Transition-In activities for **95%** of the CalSAWS application support scope. This includes the Core CalSAWS system, Child Care Portal, Contact Center and Imaging. In addition, Accenture is adding OCAT to its application support scope. But there is no transition required, as Accenture will be onboarding the current on-ground SMEs from Cambria for the support.

Table 4-30 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 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: The focus will be on the 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 4-30. The Features (What We Bring) and the Benefits (What You Get) of our Transition-In approach results in a fast, secure, and high-quality transition.

Starting transformation during transition



Because of our history together and unique capabilities with mission-critical technology worldwide, the Accenture team offers a maintenance and enhancements transition-in no other contractor can. On Day 1 of the new contract, CalSAWS M&E support will continue to be secure, and enhancements will continue to progress. While we continue to support the same systems as we do today, we will transition the GA/GR Correspondence solution within the first 3.5 months of the

contract (to be completed mid-August 2024).

We will also offer a framework for the establishment of the new DIO based on our lived experience with the Consortium structure and stakeholders combined with best practices of organizational excellence from across the globe. An accelerated timeline combined with an established CalSAWS team of experts offers the least risk for the Consortium, as shown in Figure 4-35.



Figure 4-35. We have a 2-year head start on any contractor for stabilization after transition; the Consortium and Counties benefit from transformation and innovation over this time while another contractor would spend many valuable months staffing, learning, and achieving stable baseline operations.

After the first 3.5 months of the contract, we will have successfully transitioned all systems and services within the scope of Transition-In. The time and effort saved by maintaining our partnership means the Consortium and Accenture can more quickly focus on true transformation for CalSAWS. After this quick and efficient 3.5-month transition, we will be able to provide transformation services for CalSAWS. Transformation includes major process changes, tool updates, and innovation initiatives.



Transformation drives innovation and business transformation by increasing business agility, increasing automation, and reducing IT complexity.

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

4.5.1 Past Experience

Item# ME-UA17

Describe how your firm approached and accomplished 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 M&E transition.

4.5.1.1 Cloud-Based Transition Experience and Outcomes

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

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

- **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 GA/GR correspondence from the incumbent service provider
- **CMS HealthCare.gov (from another contractor/and to a new contract from ourselves):** This project shows, on a huge scale like CalSAWS, how we can both take over systems from another contractor and how we can, as an incumbent, successfully transition from one contract to another in a cloud-based environment, while delivering transformational change.

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

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, with \$5bn of delivery revenue

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.



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

CLS IME 22.0241

Transition Approach and Timeline

In October 2020, Accenture won the Maintenance and Operations (M&O) contract for the HEAplus system. Our responsibilities included transitioning-in and taking over M&O from the incumbent contractor under challenging circumstances. With very little technical or functional documentation to work with, and unable to access the existing codebase and database from the outgoing contractor, Accenture was limited in the number of knowledge transfer meetings per week with the incumbent. Using our holistic Transition-In methodology and incorporating our Program, People, Process, Technology, and Productivity approach as guideposts, we created a plan (as shown in Figure 4-36 uniquely built with and for Arizona that led to a successful transition of the application and infrastructure in eight months (completed May 2021).

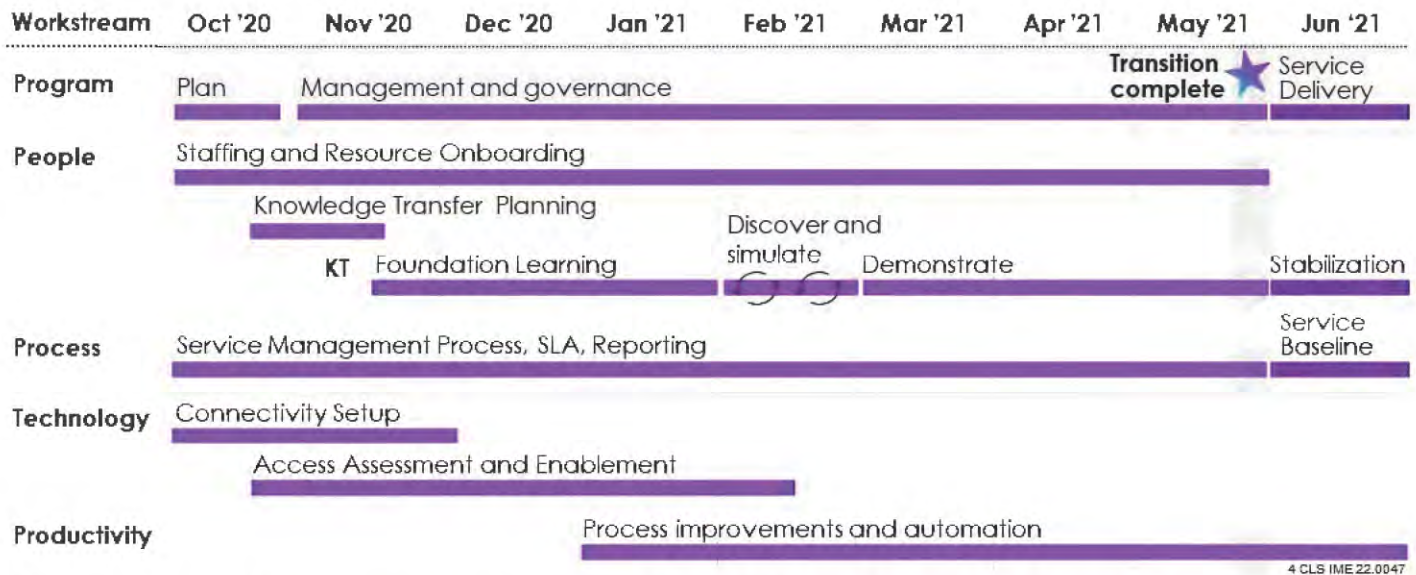


Figure 4-36. Our transition methodology is field-tested and demonstrates our ability to successfully manage the transition of a large, cloud-based system like HEAplus.

System Components, Services Transitioned, and Outcomes Delivered

Figure 4-37 describes the system components and services transitioned and the outcomes we achieved.

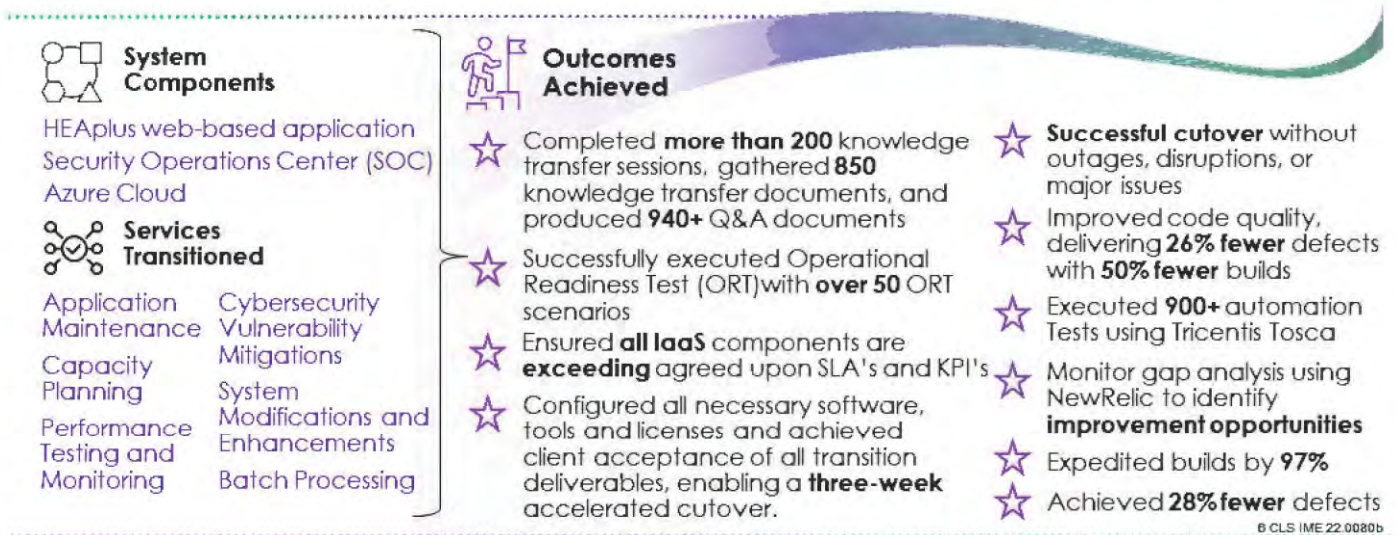


Figure 4-37. We bring a track record of transitioning large-scale, cloud-based systems with high quality.

HealthCare.gov (AWS Cloud)

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

2 CLS IME 22.0236

The original solution was not in the cloud. While the incumbent's scope included this future development, we successfully took over to 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 4-38, CMS and Accenture collaborated as one team to agree on and finalize a timeline to effectively transition the scope of work and necessary support services in seven months to the new contract terms and expectations. This transition included a full transition workplan and the onboarding and transition of 500+ resources. This new FFM project is ongoing through 2027.

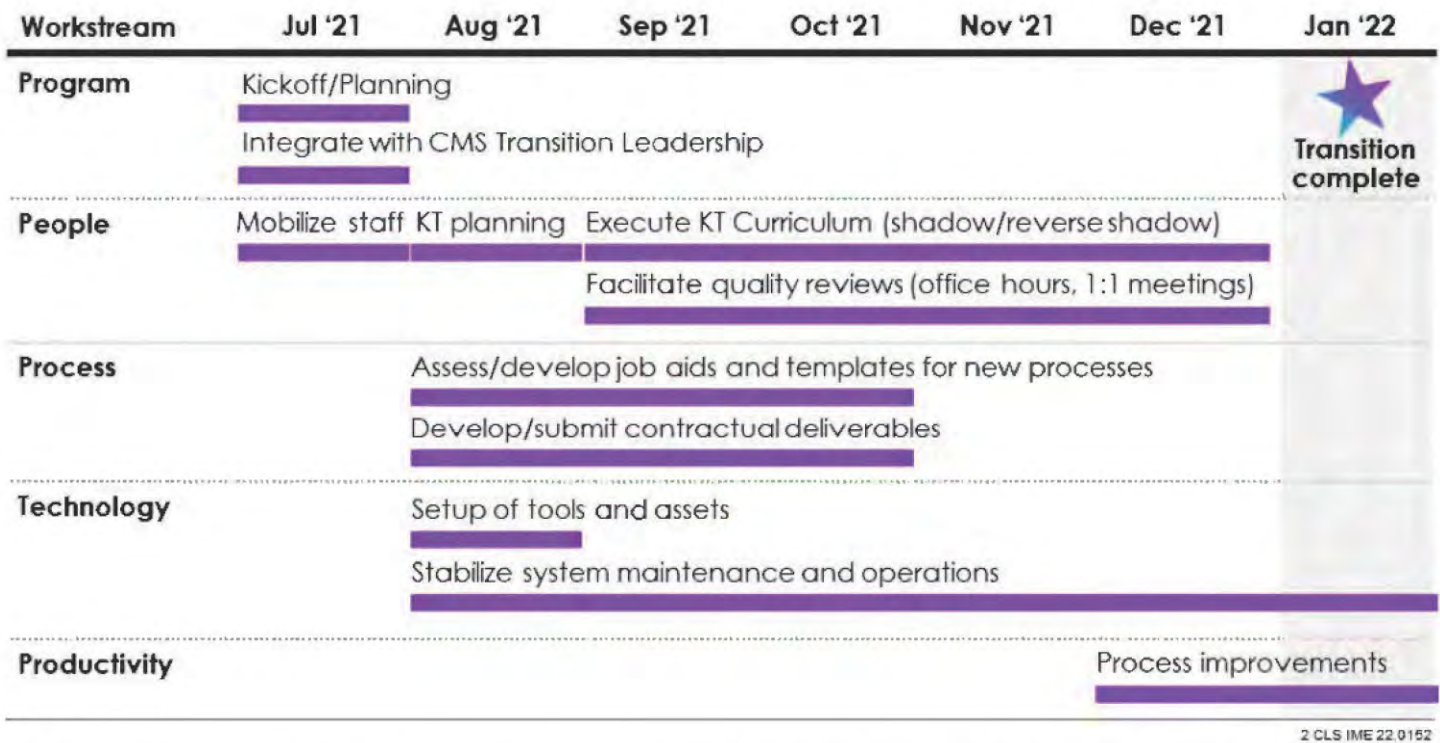


Figure 4-38. Accenture applied our transition methodology to achieve CMS' objective to quickly stabilize HealthCare.gov with no operational impacts.

System Components, Services Transitioned, and Outcomes Delivered

Figure 4-39 describes the system components and services transitioned and the outcomes we achieved.



Figure 4-39. 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 4-31 provides the best practices we recommend for CalSAWS to help achieve a seamless and timely transition through strong leadership, collaboration, proactive risk management, and collaboration.

Best Practice	Benefits to CalSAWS
Work as an integrated team with incumbent contractors 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.	Reduces risk of interruption to service delivery during transition Efficiently transition business operations and technology
Focus on communication and collaboration with CalSAWS throughout transition from planning to cutover through status reporting, periodic service readiness reviews, walkthroughs, demonstrations, among others	Reduces risk of interruption to service delivery during transition
Use a comprehensive transition plan based on proven methodology that covers all required activities across program, process, people, and technology for successful readiness for meeting CalSAWS contract requirements and full takeover of GA/GR related responsibilities.	No missed gaps in services after transition of new scope
Establish and integrate new ways of working by introducing new delivery approaches (hybrid-agile), automation, and transformation offerings early in the transition efforts in a thoughtful way through pilot programs leading to complete alignment to meet future vision.	Full team integration by end of transition Significantly accelerates CalSAWS improvements

Table 4-31. 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# ME-UA18

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

In this section, we describe our proposed Transition Manager's experience with two transitions similar to the CalSAWS transition in scope and how he managed the successful transition of these large and complex IT Systems from one company or contract to another. Accenture confirms that both examples meet the requirements of large and complex IT Systems, as defined in the RFP (please see 9. Section 6 – Business Proposal Attachments—Attachment B10 – M&E Key Staff Resumes and Qualifications, Parts 1 and 2, M&E Transition Manager Resume for additional details). We have also described the outcomes of these transitions and the key best practices that our Transition Manager will bring to CalSAWS.



Meet Rick Costa, our proposed Transition Manager

As an experienced Transition Manager, Rick brings over 17 years of experience in complex, global Application/Infrastructure Outsourcing Transition and Transformation programs. Rick's experience as a mobilization professional includes delivering Transition and Transformation programs across various industries including Public Sector, Healthcare/Lifesciences, Manufacturing, Insurance, Finance, Transportation, and Utility. His direct expertise features leading projects and programs with highly complex operating environments, applications, infrastructure build, migration to cloud, operations establishment, and ServiceDesk integration. Rick exceeds the Mandatory Qualifications for the Transition Manager. Note that Rick's Project 1 experience includes the change management activities that are key to our transformation objectives, preparing our team and the CalSAWS organization for new ways of operating in the future multi-contractor environment.

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



Project 1: Major oil and gas corporation

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

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



Outcomes achieved:

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



Project 2: The Nature's Bounty Company

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

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



Outcomes achieved:



Project 2:
The Nature's Bounty Company

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

Best Practices that our Transition Manager Brings to CalSAWS:

- **One-Team Approach:**

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



Staff
Continuity +
new key skills

- **Managing the Transition and Change:**

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



Proactive,
proven
methodology
prioritizing risk
management
and mitigation

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

- **Identifying Improvement Opportunities:**

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

4.5.3 Risks and Mitigation Measures

Item# ME-UA19

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

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

We believe a change to a new M&E Contractor will lead to the following impacts:

Lengthy time to stabilization

Excessive unexpected costs and delayed realization of benefits

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

With Accenture, the Consortium will be in safe, trusted and reliable hands for the CalSAWS transition (as shown in Figure 4-40). Our dedicated team, led by our Transition Manager, Rick Costa, and supported by our Transformation Manager Sean Swift, is solely focused on collaboration with stakeholders on the transition and transformation activities. They will apply one of the primary tools for risk mitigation—our proven methodology and best practices, tailored to the CalSAWS vision.

In the following pages, we describe:

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

4.5.3.1 Transition-In Risks with Accenture Continuing as the M&E Contractor

Greatest Risks Inherent with the Overall Transition Effort

As described earlier in this section, Accenture is the current M&E Contractor for four out of the six applications that will be consolidated in the next contract. Accenture supports the Core CalSAWS application, Contact Center, Imaging and Child Care Portal. Our teaming partner, EY (formerly Cambria Solutions), is the current contractor supporting the OCAT application. The **only application that requires transition-in activities for team Accenture is the GA/GR correspondence solution**, and this represents the one and only risk for Accenture, and therefore the greatest risk inherent in our transition-in plan.

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

- **Knowledge transfer:** Accenture was intimately involved in the development of the GA/GR correspondence solution, and we are already familiar with the workings of that small subsystem. We teamed with Gainwell, co-designed the APIs between the Correspondence subsystem and CalSAWS, and built it and tested it collaboratively. As such we have a strong understanding of the functional and technical aspects of the system. While some knowledge transfer will be needed, the scale of that is low, and as such, the risk with Accenture M&E services for this application is very low.
- **Staffing:** Given that it is a small and stable system, with 500 hours of M&E hours per month (as stipulated in the RFP), Accenture needs only a handful of additional individuals to support this system. We have already identified these individuals and have them positioned to join our CalSAWS team when transition activities begin. In fact, most of these individuals were involved in the development of the GA/GR functionality during the DDI phase of the CalWIN-CalSAWS Migration project, so they have a head start on their transition-in needs.

We understand how important the GA/GR programs are for the counties who administer it. We also recognize the critical support these programs provide to a vulnerable population. We are proud of

Unable to realize the Consortium's vision

Delayed transition of CalSAWS systems



Figure 4-40. Risk avoidance is nearly impossible, but a continued partnership minimizes transition risk and protects services for Californians.

the core GA/GR functionality that we built into the core CalSAWS and are confident that with our existing knowledge of the GA/GR correspondence solution, we will transition-in with zero disruption. In addition to the head start in knowledge and staffing, we bring a proven transition-in methodology and transition-in timeline (both described later) to achieve our mutual zero-disruption goal.

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 M&E project across the five different workstreams including Program, People, Process, Technology, and Productivity.

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

Program: Using the M&E Transition-In Master Plan (M&E TIMP), we will transition from the existing contract to the new M&E contract(s) while minimizing business disruption, maintaining operational continuity, managing risk/issues, and ensuring service readiness reviews are met in time. This workstream also includes transformation of 'Ways of Working', development and execution of an M&E Transition-In Test and Validation Plan, and integration of organizational change management, including a detailed application and database assessment (DDD sessions, dependency mapping, code decoupling) to set the framework for transformation acceleration.

People: We will staff skilled resources to manage GA/GR and strategically reorganize our experienced teams. We will also integrate EY resources to work with Accenture as one-team. Our team, along with our hybrid agile capability and Transition-in Dashboard, supports the most expedient completion of application M&E and improves the speed of delivery to Production.

Process: Transition of the processes and tools required to assume the GA/GR and all associated ITIL-based service maintenance processes. Refine 'Ways of Working', integrate organizational change management, and deliver M&E Services Plan and Operational Working Documents.

Technology: Validates connectivity, remote access, IT, and data security and CalSAWS work environment for the new applications and tools. This includes a specific focus on advancing the applications to a serverless cloud architecture to maximize the performance, reliability, and cost advantages of native AWS cloud computing.

Transformation and Productivity: Identifies and implements automation and optimization themes and use cases for CalSAWS including but not limited to, the deployment of DevOps, Hybrid Agile Methodology, Testing including Test Automation and myWizard.

Transition-In Timeline



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structured the timeline by workstream to align with the key areas detailed as part of our methodology. Additionally, we will share a draft of the transformation guide with the Consortium on Day 1.



Figure 4-41. Our transition timeline incorporates improvement opportunities for the Consortium, while reducing risk and minimizing disruption to users.

The proposed implementation timeline for the transformation activities is based on getting the needed participation from both the Consortium and the new Infrastructure Contractor for dependent activities. Our planned transformation and improvements include deploying new DevOps tools and processes, implementing an automated test suite, integrating myWizard with ServiceNow, Security Palo Alto XSOAR and IASP Implementation, and beginning our way forward with a Hybrid Agile methodology.

Risks Associated with Each Transition Area

In the pages previously, we have already described our one and only transition-in risk and its mitigation strategy. In Table 4-32, we have noted each transition area, and indicated that we have no transition-in risks in any of these areas. We fully understand the complexity of each of the areas and as the incumbent, we have a skilled team supporting those areas that will continue into the new contract. Given that we have the staffing, knowledge, relationships, and a clear understanding of the vision, we can confidently say that we have no transition-in risks. **Our risk score across all transition areas is zero.** Having said that, there are some risks in each of these areas outside transition-in. We have noted those in the respective Understanding and Approach sections.

SOW Transition Area	Risk	Mitigation
Management	<ul style="list-style-type: none"> There are no transition-in risks in the Management area since Accenture is already familiar with these requirements and we are fulfilling them in our current contract. 	None required

SOW Transition Area	Risk	Mitigation
System Change Requests	<ul style="list-style-type: none"> There are no transition-in risks in the System Change Requests (SCR) area since Accenture is already familiar with these requirements and we are fulfilling them in our current contract. We are also prepared to make significant improvements to the SCR process during and after the transition period. 	None required
Application/Architecture Evolution	<ul style="list-style-type: none"> There are no transition-in risks in the Application Evolution area since Accenture is already familiar with the intricacies of the current application and has a thorough plan to evolve the application. 	None required
Innovation Services	<ul style="list-style-type: none"> There are no transition-in risks in the Innovation Services area since Accenture is already familiar with these requirements and we are fulfilling them in our current contract. 	None required
Production Operations	<ul style="list-style-type: none"> There are no transition-in risks in the Production Operations area since Accenture is already familiar with these requirements and we are fulfilling them in our current contract. 	None required
Technology Recovery	<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 4-32. Accenture has no transition-in risks with any transition area.

4.5.3.2 Potential Transition-In Risks with Another Vendor Serving as the M&E Contractor

As we've shown, Accenture has virtually no Transition-In risk for M&E. After all, with your collaboration, we developed the core CalSAWS application, we've now brought the OCAT contractor onto our team and we co-developed the GA/GR functionality. No other contractor, including existing CalSAWS contractors, has any understanding of the complexity of the CalSAWS application, which is a combination of three major DD&I efforts, C-IV, LRS and CalSAWS. We've seen the vendor struggles during the CalWIN OCM development of system processes. Now imagine another vendor simultaneously: 1) figuring out how the application works, 2) performing system maintenance and enhancements, and 3) evolving the application into a microservices architecture. It's clearly extremely risky to put your trust into any other contractor claiming they can "figure it out". So, we've taken the opportunity to share a few of the other contractors' likely risks.

Risk 1: Delayed Transition due to Insufficient Staffing

Probability	Impact	Exposure	Level	Category
70%	4	2.8	High	Schedule, Quality, Technical
Trigger			Customer Impact	Owner
Unable to hire and onboard staff to meet the planned timeline			County users, Clients, Consortium stakeholders	Contractor Transition Manager; Contractor M&E Lead/Team; DIO
Risk Description				
A new contractor must undertake a significant endeavor to recruit, onboard, orient and train their team. Additionally, many of the required skills are not commodity skills. They are niche skills like in the areas of security				

and cloud with limited availability. With a labor market as tight as it ever been, and showing no signs of easing, this challenge is significant.

If another vendor is unable to bring sufficient staff in a timely manner to begin transition-in activities, the entire transition could be delayed, or insufficient, or both, putting at risk the overall transition schedule and ability to meet their contractual obligations. This could result in cost overruns, poor quality releases, spikes in application defects, delays in releases and SCR deployments and potential surge in support calls following the transition period. **CalSAWS could need to shift the priority from meeting the vision to restoring stability** for at least another full year after transition.

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

Risk 2: Inefficiencies from New Teaming Relationships

Probability	Impact	Exposure	Level	Category
50%	4	2.0	Medium	Quality, Stakeholder, Technological
Trigger			Customer Impact	Owner
Identify new responsibilities, relationships, and complex processes			County users, Clients, Consortium stakeholders	Contractor Transition Manager; Contractor M&E Lead/Team, DIO
Risk Description				

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

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

This risk does not apply to Accenture because as your incumbent M&E 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: Reduced Quality of Releases or Productivity 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; delayed releases			County staff, Consortium staff, Stakeholders	Contractor M&E Lead; Contractor Transition Lead
Risk Description				

A new M&E Contractor will be required to come up to speed on the CalSAWS applications while hiring, onboarding, orienting, training, and integrating hundreds of developers, many of whom may be offshore. Handling all of these tasks while working with the incumbent Accenture team to transition our entire knowledge of CalSAWS will be an enormous undertaking. Certainly, we expect that every potential new M&E Contractor will declare this is a normal and typical mode of transitioning M&E 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 M&E responsibility and accountability is inherently risky for any Contractor other than Accenture. A new M&E Contractor would require substantial Knowledge Transfer for the complex technological, business, functional, and operating environment. We believe that the risk is very high that they would not be able to develop their team and understanding within the time required—we have seen other contractors fail trying to understand the complex CalSAWS environment. This could take up to 2-years before stability is realized.

In such a scenario, in the first year following completion of transition-in, we believe that a new Contractor will likely only be able to achieve 50%-75% of the productivity and quality of the current Accenture team. This means that the **Counties and the Consortium will receive less value for the same 15,000 M&E hours**. In other words, less SCRs would be implemented than they are used to seeing. Those SCRs when released, will likely see higher defect rates causing business disruptions for Counties.

This risk does not apply to Accenture because our proposed team is already performing M&E 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 reduced quality or productivity with Accenture.

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

Probability	Impact	Exposure	Level	Category
70%	4	2.8	High	Stakeholder, Technical
Trigger		Customer Impact		Owner
Issues generated when any of the risks listed prior are realized		Consortium Staff, County Management, County Staff		Contractor Project Manager, Contractor Transition Manager, DIO
Risk Description				
<p>The net effect of all the risks stated earlier 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 delay in implementing critical SCRs or poorly implemented SCRs. This would require the Consortium business analysts to do more design work, Consortium testers would need to do more testing, and County testers to do more County validation. This would put additional burden on existing County/Consortium resources or increase staffing budget for the consortium to add additional staff.</p> <p>Since none of the preceding risks apply to Accenture, this concern expressed in this risk does not apply to Accenture either. In fact, through the various proposed transformations to the SDLC and SCR processes, we're confident that burden on the Consortium and counties will be reduced.</p>				

Risks Conclusion

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

8. Section 5 Approach to Imaging Services



Accelerate the
momentum

8. Section 5 – Approach to Imaging Services

RFP # 6.3.8.1 Section 5 – Approach to Imaging Services

RFP # 5.3.5 (RFP Table# 45)

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

Req# IMG-1

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

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

The Accenture Advantage

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

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

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

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

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

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

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

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

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

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

Key Success Factors

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

Why Hyland vs. Another Imaging Solution?

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

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

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

[REDACTED]

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

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



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[REDACTED]

[REDACTED]

[REDACTED]

5.1.1 Overall Implementation Timeline

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



5.1.2 Transition-In

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

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

As noted earlier, our transition-in phase will not require us to undertake any hiring, training or knowledge transfer that other contractors will need to do. Instead, we will continue our highly knowledgeable team to focus on delivering immediate value, beginning with reviewing our plan for enhancements, releases, and upgrades. We will continue to maintain the Imaging Services solution as-is while we roll out maintenance and operations and enhancements activities. We will take a highly collaborative approach to transition-in by working together with you to define our roll out plan. Working with you and other CalSAWS contractors, we will develop plans for maintenance and operations and the enhanced features and upgrades. Table 5-2 shows our proposed solution upgrades for these phases alongside their associated benefits.

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

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

5.1.3 Maintenance and Operations

[REDACTED]

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

Proactively catching issues means no impact to users

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

2 CLS IME22.0110J

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

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

Continuous solution innovation

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

2 CLS IME22.0110.k

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

5.1.4 Enhancements

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

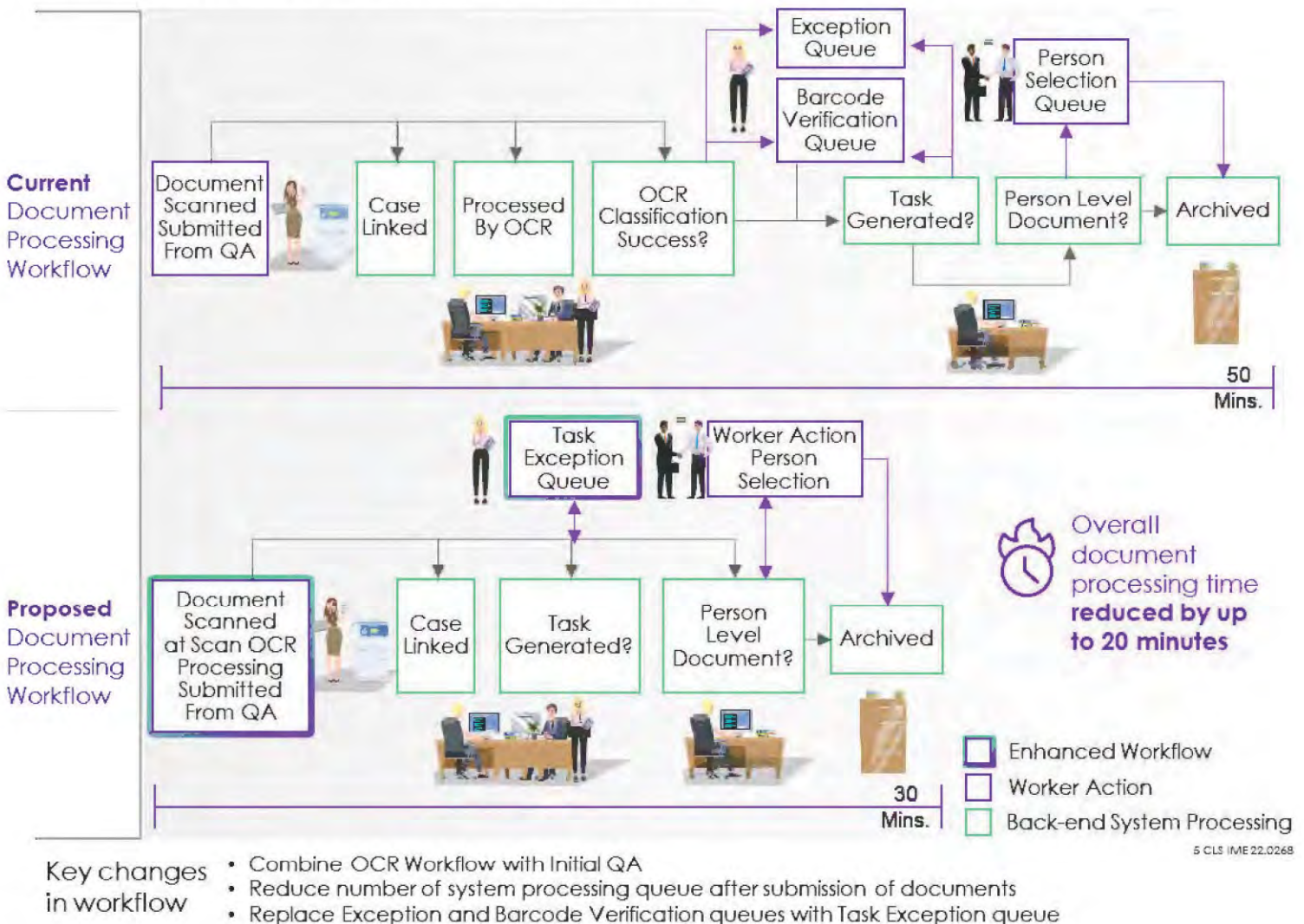


Figure 5-4. Current Document Processing Workflow.

Improving the BenefitsCal Document Submission Experience

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

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

Reducing Manual Workload for Staff

Accenture and Hyland will reduce the manual workload of county staff in the current solution. By moving OCR/ICR into the scanning process and introducing automated platform scaling, we will reduce manual classification of documents up front, saving time during the intake process. The new ICR function will enable the extraction of handwritten data from customer documents, reducing the time spent performing manual data entry and decreasing the time it takes to get documents to a case worker. Our solution's enhanced extraction capabilities will allow users to pull a name from person-level documents and will leverage machine learning to enhance the document classification process. With this new capture process, we will limit amount of time spent up front by county users.

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

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

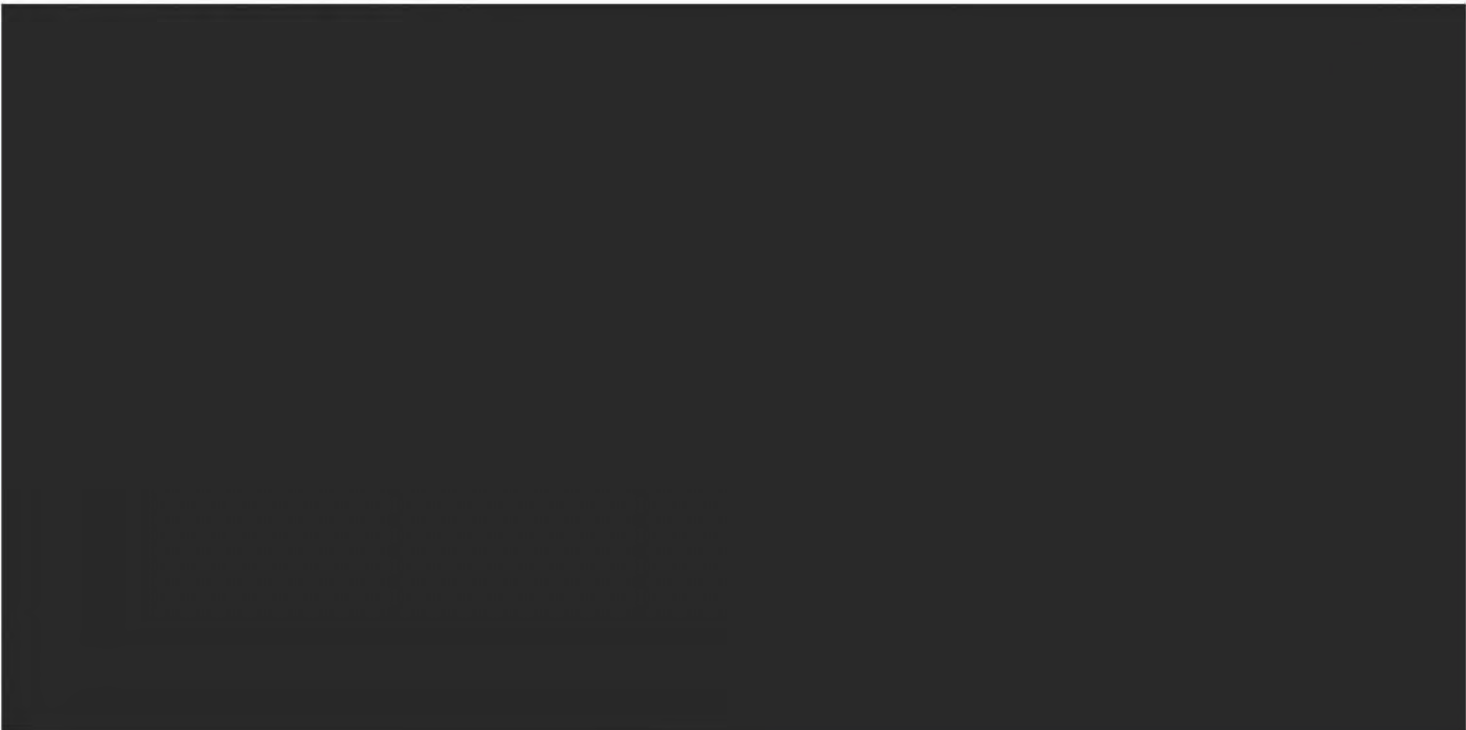
If a user needs to perform manual work on a document, simple keystrokes, and mouse functions within HxC's intuitive single screen interface allows for easy classification and indexing needs. Our upgraded single screen interface will incorporate the ICR validation, highlighting which field information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

5.2 Tools and Technology

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

[illegible]

5.3 Results Delivered



5.4 How We Exceed the Requirement

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

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

These enhancements will improve county worker or customer experience and business outcomes, reducing the counties' effort required to get documents to county eligibility workers. Our dedicated Managed Services team will help monitor both the platform and the solution, ensuring minimal disruption by identifying and troubleshooting issues as they arise.

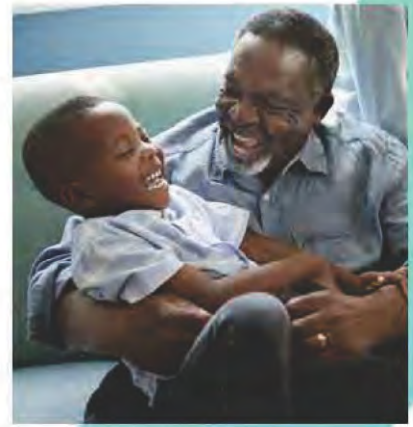
Accenture has reviewed and will comply with the set of Service Level Agreements (SLA)s specific to optional imaging services in RFP Section 15.5 Imaging Service Level Agreements and will comply with all performance requirements. In addition to meeting and complying with all RFP Section 15 Optional

Imaging Services (Imaging requirements, imaging deliverables, and imaging SLAs), our approach will exceed your requirements, as shown in Table 5-4.

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

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

9. Section 6 Required Attachments



Accelerate the
momentum

9. Section 6 – Business Proposal Attachments

RFP # 6.3.8.2 Section 6 – Business Proposal Attachments

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

- Attachment G4 – DARFUR Contracting Act Certification
- Attachment G5 – Certificate of Firm Status
- Attachment B4 – M&E Statement of Compliance with Requirements
- Attachment B7 – M&E Exceptions to the Agreement
- Attachment B8 – M&E Firm Qualifications
- Attachment B9 – M&E Firm References
- Attachment B10 – M&E Key Staff Resumes and Qualifications, Parts 1 and 2
- Attachment B10 – M&E Key Staff Qualifications, Part 3
- Attachment B11 – M&E Key Staff Reference Forms
- Attachment B13 – M&E Staffing Worksheet

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

- Attachment G4 – DARFUR Contracting Act Certification
- Attachment G5 – Certificate of Firm Status
- Attachment B4 – M&E Statement of Compliance with Requirements
- Attachment B7 – M&E Exceptions to the Agreement
- Attachment B8 – M&E Firm Qualifications
- Attachment B9 – M&E Firm References
- Attachment B10 – M&E Key Staff Resumes and Qualifications, Parts 1 and 2
- Attachment B10 – M&E Key Staff Qualifications, Part 3
- Attachment B11 – M&E Key Staff Reference Forms

We will provide Attachment B13 – M&E Staffing Worksheet as part of our Volume 1B - M&E Business Proposal, Part 2 response.

