



California Statewide Automated Welfare System (CalSAWS) Quality Assurance (QA) Services

RFP NO. 01-2025

VOL 1 – BUSINESS PROPOSAL, SECT 1: EXECUTIVE SUMMARY

Original
October 27, 2025 | 3:00 PM PT

CalSAWS Procurement Team
ProcurementTeam@CalSAWS.org

NTT DATA State Health Consulting, LLC
7950 Legacy Drive
Suite 1100
Plano, TX 75024

© 2025 NTT DATA State Health Consulting, LLC

This proposal includes data that shall not be disclosed outside the Government and shall not be duplicated, used, or disclosed—in whole or in part—for any purpose other than to evaluate this proposal. If, however, a contract is awarded to this offeror as a result of—or in connection with—the submission of this data, the Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting contract. This restriction does not limit the Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained on the pages in this document marked with the legend "Use or disclosure of the data contained on this page is subject to the restriction on the title page of this document." This document contains trade secrets and/or confidential and/or competition sensitive business or financial information that is exempt from disclosure under the Freedom of Information Act."

Table of Contents [RFP §6.3.2, §6.3.3.2]

1	Section 1 – Executive Summary [RFP §6.3.2, §6.3.3.3].....	2
---	---	---

Table of Figures

Figure 1. Key Differentiators	4
Figure 2. Our Enterprise Advantage Practice Areas.....	5
Figure 3. Relevant Projects.....	6
Figure 4. Industry Partnerships.....	9

1 Section 1 – Executive Summary [RFP §6.3.2, §6.3.3.3]

NTT DATA's Commitment to the CalSAWS Project

The California Statewide Automated Welfare System (CalSAWS) Consortium seeks a qualified Quality Assurance (QA) service provider to conduct ongoing quality assurance reviews during the project Maintenance, Operations and Enhancement phase to ensure your constituents continue to seamlessly receive the services they need.

NTT DATA State Health Consulting, LLC (NTT DATA) is that provider. We bring market leading expertise in Integrated Eligibility and experience overseeing projects of similar size and complexity, both individually (through our proposed team members) and collectively as a company.

We are fully committed to the success of the CalSAWS Project and supporting the Consortium in its mission and vision:

Supporting the Consortium in its Mission and Vision	
• The Consortium envisions a future where QA Services are integral to the efficient and effective operation of CalSAWS. They seek a partnership with a contractor who can bring insight and thought leadership to the CalSAWS ecosystem. The selected vendor must demonstrate their capability to work as part of a collective team for the good of CalSAWS. ◦ NTT DATA supports this part of your mission by bringing both local and industry experts that all have extensive QA experience from multiple state projects that focus on integrated eligibility, as well as experience in other industries, to offer a broad and deep perspective for the project. ◦ NTT DATA fosters a collaborative one-team environment, engaging professionally, listening and hearing everyone, and bringing our unique perspective. We have the ability to scale with the ebb and flow of the project and have staff at the ready. • Work cooperatively within the integrated multi-contractor environment. ◦ Our NTT DATA Team and organization has 35 years of history working cooperatively in multi-vendor environments. Just within the last 5 years, we have had 9 recent QA projects supporting states with all of your current vendors, Deloitte, Gainwell and Accenture. NTT DATA has also provided services to States in an additional 13	• Analyze and make realistic and practical recommendations for improvements in areas such as project management, strategic planning, PMO, software development lifecycle, FinOps management, application/architecture evolution and innovation, data analytics and reporting capabilities, infrastructure and application security, collaboration model and stakeholder engagement processes, and marketing and outreach for the public, counties, and CBOs. ◦ Our entire proposed NTT DATA Team has direct experience in QA, PMO, IV&V and other service areas from large projects in State government. We understand that it is not "one size fits all" when making recommendations. Our team fully understands the strong grasp of implications and effectively weighs various recommendations that is in the best interest of CalSAWS when evaluating existing and proposed processes, initiatives, and tools. • Understand and adhere to established project processes, including those for Consortium and project management, all phases of the software development lifecycle, and FinOps management. ◦ Our team is already conducting research on the environment to be ready to adhere to your established processes. Our team has experience supporting these mission critical processes as

States, overseeing these same vendors. We bring this broad and specific experience to the Consortium.	consultants in 27 States, 15 of those dedicated to Integrated Eligibility Projects.
Proactively explore and recommend process, documentation, and system improvements to enhance overall quality.	NTT DATA is fully prepared to engage from day one in a proactive manner, based on a demonstrated QA methodology and approach deployed in 25 projects within the past 5 years

NTT DATA is ready to engage in a long and committed partnership that fosters excellence in service delivery for the health and human services programs supporting the State of California, your counties and stakeholders.

Our Experienced Team

NTT DATA's team includes staff with experience in Integrated Eligibility programs, policy and technology having worked in state government and across the industry. Our QA team draws on this knowledge and perspective to proactively identify and mitigate risks for CalSAWS and support the success of the ongoing M&O and enhancements. We have named the Key Staff along with our Executive and Advisors. You can expect to see the same level of business, program, technical, and industry experience for the positions we have identified. In addition, we provide a resource pool of Subject Matter Experts (SME). These experts, not only bring specific experience like Data Governance, AWS, and Innovation, they can also provide support to our team as a lever to increase our staff to ebb and flow with the projects. For example, if there is an important legislative or Federal mandate that comes up, we can utilize the SME's or have them backfill for our Business/QA analysts. Although we did not have to name all positions, we have considered the people that would be a part of this contract to ensure our unique staffing strategy works as expected. In our model, we identified staff that are well rounded in experience, expertise and industry knowledge so no one is single threaded and can be utilized across workstreams as the work ebbs and flows. Our approach is flexible and efficient. NTT DATA offers the following key differentiators, as shown in Figure 1.



Figure 1. Key Differentiators

Our California Experience

NTT DATA holds many contracts with the state of California, that includes services, technology and licensing. For example, NTT DATA has partnered with the Los Angeles Unified School District (LAUSD) and built a strong relationship with the District by providing critical support at the onset of the pandemic. To address the influx of calls from students, parents, and the community as cases surged, our ServiceNow practice (previously known as Acorio) worked with LAUSD to unify communications and streamline services. The solution leveraged the District's ServiceNow instance and Amazon Connect to unify communications through a centralized system that recognizes callers, reduces hold times, and decreases call transfers. This allowed LAUSD to deliver guidance and vital information during a critical time.

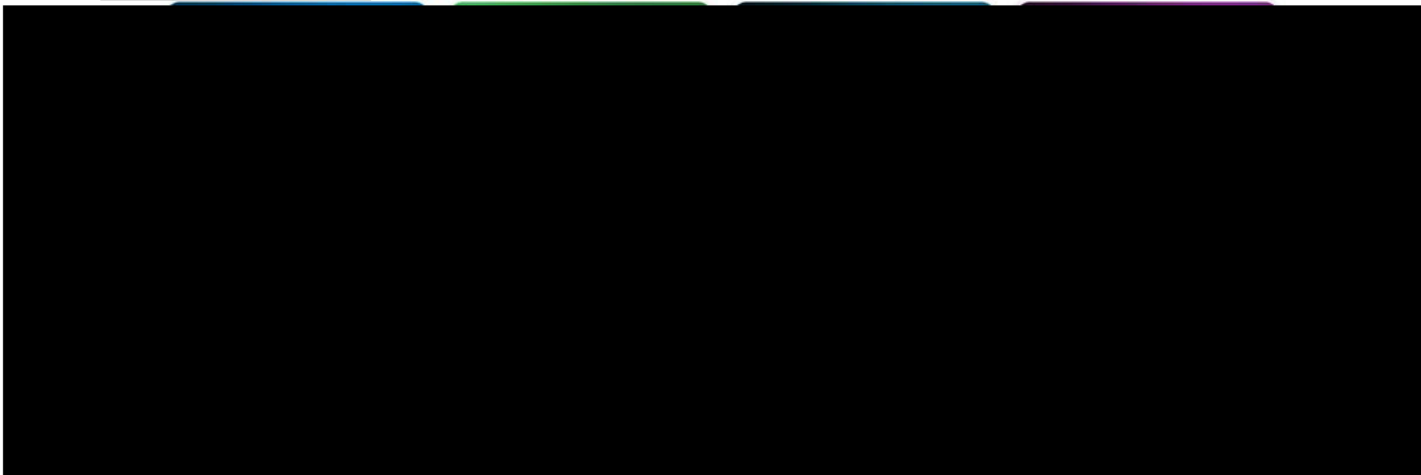


NTT DATA has engaged Ambire Consulting, Inc. (Ambire) as a teaming partner. Ambire is a Certified California Small Business (SB) and Disabled Veteran Business Enterprise (DVBE). Ambire has worked as a flexible and reliable subcontractor for over 20 years, focusing on complex public sector contracts. Ambire brings local, high-quality QA resources that are familiar with California's public sector agencies to augment and enhance our Quality Assurance team. Their track record shows how they excel at meeting strict regulations, high accountability standards, and procurement protocols tied to public sector projects. Ambire has a history of working with California public sector clients like CalPERS, where they have handled nearly 100 projects since 2006, as well as the California Department of Technology Services (DTS) and the California Department of Health Care Services (DHCS).



Our QA Experience

NTT DATA has a wealth of experience providing Quality Assurance (QA) services for health and human services and other state programs in 10 States and 25 projects. We provide comprehensive QA services across the design, development, and implementation (DDI) phases of the integrated eligibility, child support, child welfare, and Medicaid systems, ensuring that all project elements align with Federal requirements, State specific requirements, and industry best practices. We are currently using this on our 15 QA Projects in Oregon across program areas in Medicaid and Child Support. We also provide our QA Methodology in the Idaho System Integration Technology Advisory Project where we provide oversight and QA for all MMIS and System Integration vendors.



Our experience successfully delivering projects for large system and program implementations has led to our being the nation's leading consultancy firm in government HHS. With over 35 years delivering projects with similar systems and programs, we have experience through all phases of large system implementations, providing a foundation for developing sound and proactive findings and recommendations through our QA processes.

NTT DATA has the right experience on performing QA of system and program dependencies and complexities that are so vital to this project. Provided in the following table is a list of our experience working with states, including the DDI vendors involved and the state programs. This level of corporate qualifications shows our experience and dedication to working effectively alongside most system vendors in this space and across state programs bringing this experience to the consortium.

We have provided within the first part of the table, our most current QA projects. Our QA support spans from small, low-complexity projects to multi-vendor and multi-agency large-complexity projects that impact major state operations and systems. The second half of the table are the projects that encompass the full range of our services, from strategy and planning through implementation and certification across most HHS programs, including Integrated Eligibility within the past 5 years. A larger table is included in Firm Qualifications that includes our 25 QA Projects and 38 additional projects providing services over system modernization projects. This is important experience because our staff and organization have held roles and provided services within and for state government which makes NTT DATA the ideal partner to oversee the M&O and enhancements of your important systems.

Figure 3. Relevant Projects

State, Project Name, and Project Summary	Contract Dates	DDI Vendor	Programs
Quality Assurance Experience			
Idaho System Integration Technical Advisor (SITA) – NTT DATA contracted to develop the integration strategy for the MMIS replacement. Our team develops standards and processes for module vendors to comply with and provides oversight and QA of all Vendors. Our team is also the liaison for Data Governance for the Self Reliance system which manages the SNAP, Temporary Assistance for Needy Families (TANF), Medicaid Eligibility, and Child Care Systems.	2024 – Present	Gainwell; Acentra	Medicaid, SNAP, TANF, Child Care
Illinois MMIS IV&V – NTT DATA provides QA, IV&V services, OCM, testing support, developed models of the current and future business models of Illinois Medicaid processes.	2019 – Present	Acentra; Deloitte; Optum	Medicaid, Pharmacy Benefits
New Hampshire, QA IES IVV Project – NTT DATA provides QA project management support, MMIS project monitoring, Medicaid program expertise, and testing activities.	2004 – Present	Conduent; FISERV	Medicaid
New York Enterprise MMIS/MDW and HIX – NTT	2012 –	GDIT;	Medicaid

State, Project Name, and Project Summary	Contract Dates	DDI Vendor	Programs
DATA provides project management, business analysis, technical advisory services, and QA.	Present	Deloitte	
Oregon independent Quality Management Services (iQMS) - The Oregon iQMS contract involves providing independent Quality Management Services (iQMS) for various projects within the state. These services include quality planning, quality control (QC), quality assurance (QA), and independent solution testing. NTT DATA currently provides these services to projects spanning health and human services departments. NTT DATA currently provides these services to projects spanning multiple agencies. The projects are listed below:	2016 – Present		
Oregon Department of Human Services (DHS) ONE System Cloud Migration – the movement of benefits enrollment system the ONE Infrastructure from the on-premises environment to a cloud environment.	2024 – Present	Deloitte	HHS Programs
Oregon Enterprise Information Services (EIS), Data Center Services Resilient Site Implementation (RSI) – The purpose of the RSI Project is to establish a resilient secondary data center site.	2023 – Present	Netsmart	Enterprise Programs
Oregon OHA MMIS Infrastructure Replacement Program - The transition of Oregon's Medicaid Management Information System (MMIS), which is currently hosted by on-premises servers, to a cloud services provider.	2024 – Present	Gainwell	Medicaid
Tennessee IES and MMIS Business Support – NTT DATA provides PMO and support services for compliance and strategic funding. Our scope includes QA activities such as testing development and support.	2017 – Present	Gainwell; Deloitte; Optum; IBM	Medicaid, Eligibility, Managed Care
Wyoming Integrated Next Generation System (WINGS) Project – NTT DATA provided consulting services, QA, and Testing, and Project Management services. Supported multiple modules of the Wyoming integrated Next Generation System (WINGS), a modular approach to MMIS replacement and security services.	2019 – 2022	Acentra; HHS Technology Group	Medicaid
Other State Project Experience			
Alabama MES PMO – This was a PMO for the Alabama Medicaid Agency (AMA). NTT DATA provides traditional PMO services (Project Management, Scheduling, Risk/Issue Management, Scope Management and	2020 - Present	Gainwell; Optum; GDIT	Medicaid, SNAP

State, Project Name, and Project Summary	Contract Dates	DDI Vendor	Programs
Governance), as well as Procurement Support, Business Analysis, Enterprise Architecture, and Organizational Change Management (OCM).			
Arkansas Enterprise PMO (EPMO), Mapping Business Processes and M&O – NTT DATA established the EPMO for Arkansas and provided oversight for the state. The EPMO provided Program, Project, and Portfolio support for the Arkansas Department of Human Services (DHS). Another workstream included mapping business and policy processes.	2016 – 2024	Gainwell; Optum; Prime Therapeutics; Fiserv; Deloitte	SNAP, TANF, LIHEAP, Child Support/Welfare, Managed Care
Arizona MES Modernization Roadmap – This is a long-term strategic Medicaid Enterprise Services (MES) modernization roadmap project. NTT DATA developed and continues to maintain the MES Roadmap. We provide ongoing APD support along with business and technical advisory services.	2022 – Present	HealthTech Solutions; ErnstYoung; Acentra Health; Sandata; Accenture;	Medicaid
Connecticut Medicaid Enterprise Technology System (CT METS) IV&V – NTT DATA provides IV&V services for a large-scale business process improvement and technology program to improve services and outcomes for residents served by Medicaid and other programs.	2021 – Present	Gainwell; Deloitte; Accenture; AHS; HHS Technology Group	Medicaid
Georgia Technology Authority, Cloud – NTT DATA provided a Project Management Professional (PMP) certified Project Management resource with expertise and prior experience with the Georgia Gateway IES interfaces for a full-scale migration of all current Enterprise Service Bus integrations to AWS serverless architecture.	2022 – 2023	Deloitte	Medicaid
Illinois IES PMO – NTT DATA provided PMO, portfolio-program management, planning, environment, system readiness, assessment services, testing development and support, and advises the client on best practices.	2021 – Present	Deloitte; Optum	Medicaid, SNAP, TANF, and other public assistance programs.
Maryland MMT PMO – NTT DATA provides a suite of services spanning the portfolio projects. Services include full PMO and business process optimization.	2021 – Present	Conduent; IBM; Optum; Salesforce; Telligen; Magellian; AWS; FEI Systems; Service Now; SoffTech	Medicaid
Mississippi IV&V Integrated Eligibility and Child Support – NTT DATA provides independent verification and validation services for the	2025 – Present	Deloitte	Medicaid, SNAP, TANF, Child Care, Child

State, Project Name, and Project Summary	Contract Dates	DDI Vendor	Programs
Mississippi DHS Strategic Update of Critical Case and Eligibility Systems and Software (SUCCESS) Project.			Support
New York IES/CS IV&V – Provide IV&V services over the State's Child Support and Integrated Eligibility System replacement.	2022-2025	N/A	Child Support, SNAP, TANF
Oklahoma MES Project – NTT DATA provided project management oversight for the Medicaid Eligibility System project.	2020 – 2024	Gainwell	Medicaid
Oregon HCA MMIS Modularity – NTT DATA provided project management and utilized strategic planning and assessment methodology in evaluating the Oregon Medicaid Enterprise Solution to identify possible improvements, ensure alignment with Agency goals and update the existing Roadmap reflecting MES modernization activities and timelines.	2020 – 2023	Gainwell	Medicaid
Vermont Department of Health Access Technical Assistance – NTT DATA provides technical advisory consultative services to plan for, select, and acquire the best technology solutions for the State.	2020 – 2025	Gainwell; Optum	Medicaid, SNAP, TANF

Our Industry and Technical Partnerships

NTT DATA is a large firm that has a reach back to additional experts and advisors that are available to our Teams and our clients. This reach back provides additional power to leverage recommendations and innovations from past projects and develop future innovations. The figure to the right is an example of those partnerships that enhance and enable our Teams. To note, NTT DATA is a partner with AWS and also was named an emerging leader in the emerging market quadrant of the 2025 Gartner Innovation Guide for AI Consulting and Implementation Services.



Figure 4. Industry Partnerships

Our Approach

This proposal outlines NTT DATA's comprehensive approach to providing Quality Assurance (QA) services for the California Statewide Automated Welfare System (CalSAWS) Consortium. NTT DATA leverages its extensive experience in the public sector to ensure that all project deliverables meet the highest quality standards, aligning with both state and federal requirements.

Key Points:

- **Expertise and Experience:** With over 35 years of experience in QA and Independent Verification and Validation (IV&V) services, NTT DATA has successfully managed similar

projects across various state agencies, including extensive work in health and human services.

- **QA Methodology:** NTT DATA employs a robust QA methodology that integrates industry best practices, ensuring effective quality management throughout the Software Development Life Cycle (SDLC). This includes detailed planning, proactive risk management, and continuous monitoring of project deliverables. Our oversight and recommendations come from being solution agnostic. This puts our team in the best position of being an independent partner
- **Collaboration with Stakeholders:** NTT DATA focuses on ensuring effective collaboration with the PMO, DDI vendors, and state leadership to ensure alignment and transparency. Regular communication and coordination provide a cohesive approach to managing QA activities with the benefit of addressing any issues promptly.
- [REDACTED]
- **Staff Qualifications:** An appropriate balance of local and industry specific staff that bring expertise in having been state employees and working alongside state employees to implement government systems. Our key staff collectively have decades of years working in the industry across 27 states, 15 of those being Integrated Eligibility. As we pull in additional staff, we ensure careful attention to be taken to bring on the experts needed at the right time.
- **Continuous Improvement:** NTT DATA is committed to continuous improvement, utilizing lessons learned and feedback to refine QA processes. This proactive approach enhances the quality of project outcomes and aligns with the strategic objectives the Consortium.

In summary, NTT DATA's QA services are designed to ensure the continued success of the CalSAWS systems focusing on quality, compliance, and stakeholder satisfaction. The structured approach outlined in this proposal positions NTT DATA as a reliable partner for achieving the project's objectives.