

1.5 M&E Innovation Lead, Roberto Cota

M&E INNOVATION LEAD					
PART 1 – RÉSUMÉ					
Contractor	Deloitte Consulting LLP				
Candidate Name	Roberto Cota				
Position in the Company	Managing Director	Length of Time in Position	2 years, 4 months Overall time at the company (21 years, 5 months)		
Project Position & Responsibilities	As the M&E Innovation Lead, Roberto will serve in a leadership role working closely with the Consortium and other CalSAWS contractors to provide expertise and leadership in assessing and recommending technology innovations in support of the Consortium and County business operations. Responsibilities include: Proactively explore, identify, and evaluate technology innovations, and formulate a business case and recommendations for potential updates to the CalSAWS infrastructure, application architecture, and application; Develop innovation Proposals to include detailed Work descriptions and price information. Provide thought leadership and education to the Consortium regarding emerging technical trends; Implement innovation Proofs of Concepts or Pilots, as applicable, to validate the proposed approach and business benefit; Develop and deliver presentations to Executive and Management levels of the Consortium regarding proposed innovations; Communicate regularly with the Consortium to share innovation information, suggestions, and ideas and elicit input to possible innovation solutions; Coordinate with the Technical Manager and Enterprise Architect to evaluate emerging technologies and integration of selected innovation technologies into the CalSAWS platform; Coordinate with the Consortium to evaluate emerging technologies value and impact to business operations; Coordinate with and support the Consortium's existing Innovation Lab and processes; Coordinate, facilitate, and manage innovation-related planning and evaluation meetings.				
Skills & Qualifications for Project Position	Roberto exceeds skills, qualifications, and 5 year requirement for the project position with over 20 years of leadership and innovation experience working across several projects for large and complex integrated eligibility IT systems in Colorado, Michigan, and Texas. Over the last 12 years , Roberto has served the State of Colorado in advising and implementing cutting edge innovations that improve scalability, streamline applications, and improve access via integrated and modernized systems.				
Relevant Experience (Add additional tables as needed)					
Project Title	State of Colorado – Colorado Child Care Automated Tracking System (CHATS) Modernization				
Position Title	Engagement Director and Project Manager				
Begin Date	07/01/2017	End Date	Present	# of Months	66
Scope and Description of Responsibility	Colorado's CHATS system is a complex health and human services system that manages the Child Care Assistance Program for the State. The scope of the project includes modernizing the system, allowing the project to be the first Child Care system in the country build on the cloud under Roberto's advisement, planning, and leadership.				

M&E INNOVATION LEAD					
	As the Project Delivery Manager and Executive Director, Roberto's responsibilities include acting as Lead Architect and Project Manager for the modernization, migration, and implementation of Colorado's CHATS system.				
Skills Utilized and Experience Attained	Roberto utilized technical and leadership skills to develop the architecture, migration approach, technical approach, and plan to migrate the legacy system to a multi-cloud deployment on Salesforce and AWS. Roberto attained experience in modernization and enhancement planning when developing CHATS Modernization Roadmap, O&M Roadmap, Gap Analysis and Prioritization, and Future Business Environment for the project.				
Project Title	State of Colorado - Colorado Benefit Management System (CBMS)				
Position Title	Technical Solutions Architect and Project Manager				
Begin Date	09/06/2010	End Date	01/31/2020	# of Months	112
Scope and Description of Responsibility	Colorado CBMS project scope includes the modernization, implementation, and migration of Colorado's public benefits eligibility system (SNAP, TANF, Medicaid) from on-premise into a cloud-based platform deployed on the Salesforce and AWS Government Clouds. Colorado was the first State in the Country to migrate their eligible system to Salesforce under Roberto's leadership. As the Technical Solutions Architect and Project Advisor, Roberto was responsible for the planning, execution, migration and of the modernization transformation, including all AWS and Salesforce technical design including network design, disaster recovery approach, high-availability configurations, performance testing and tuning, and the server and software configuration of the new cloud environments.				
Skills Utilized and Experience Attained	Roberto utilized technical skills and experience to design the migration and refactoring strategy of all application components. Roberto attained experience in migration of a complex and large human service platform to cloud.				
Project Title	Michigan Department of Human Services (DHS) - BRIDGES				
Position Title	Project Technical Manager				
Begin Date	05/01/2006	End Date	08/27/2010	# of Months	52
Scope and Description of Responsibility	The Scope of the Michigan BRIDGES project include developing, deploying, maintaining, and operating the integrated eligibility system The State of Michigan's Department of Health & Human Services (MDHHS) enables Michiganders the ability to submit applications from, determine their eligibility through MI Bridges. As Project Technical Manager, Roberto was responsible for managing and leading Technical Infrastructure, Software Configuration Management, and Production Release Management for the project. Roberto led the Technology Team towards a successful go-live implementation and a subsequent state-wide deployment of the system. He also managed appropriate technology infrastructure and configuration changes, led Disaster Recovery implementation efforts, and performance management for both online and batch transactions. Roberto also acted as Application Development Lead for Support Functions and Administration tracks which are comprised of multiple areas including: Interfaces, Reports, Alerts, Redetermination, QC, Case Reads, Security, Hearings, and Application Framework.				
Skills Utilized and Experience Attained	Roberto skills utilized such as proactively explore, identify, and evaluate technology innovations to use in the development of the system. Additionally, Roberto collaborated and educated leadership on the technology and the benefit to the project. Roberto experiences include introducing several improvements to the Software Configuration				

M&E INNOVATION LEAD					
	Management process that enabled more frequent builds and automated regression testing for releases. Roberto led extensive joint application design meetings with the State and external agency stakeholders regarding the overall reporting and interfaces requirements, implementation strategy and architecture. Roberto used ETL tool (Informatica) as well as Crystal Reports XI to provide the State with a uniform, universal, and scalable enterprise reporting solution. Roberto worked with both State and Trading Partners to help define common ground for both flat file and real-time interface exchanges (Web Services). Roberto provided critical support during the User Acceptance Testing for all interfaces and worked on coordinating the testing with external entities including State and Federal agencies.				
Project Title	Texas Health and Human Services Commission (HHSC) - Texas Integrated Eligibility Redesign System (TIERS)				
Position Title	Application Development Lead				
Begin Date	10/01/2001	End Date	04/28/2006	# of Months	54
Scope and Description of Responsibility	The scope of the Texas TIERS project include designing, developing, and implementing the TIERS system. TIERS is an automated eligibility system that helps the client effectively and efficiently manage the application and case maintenance processes for the public assistance programs administered with a web-based and user-friendly graphical interface which contains features that promote worker efficiencies by improving services and operations. Roberto's responsibilities include acting as the development lead in all levels of the development process: requirements gathering, analysis, design, development, implementation, and production support/maintenance.				
Skills Utilized and Experience Attained	The role allowed Roberto to collaborate with the internal stakeholders and external trading partners (state and federal). Skills required include functional knowledge of welfare eligibility determination and how a welfare system interfaces with federal and state agencies for both single-trip and round-trip information exchanges. Additional technical experience includes: development and implementation of large-scale batch processing jobs involving hundreds of thousands of records and transactions on a daily basis; comprehensive architectural understanding: J2EE Application Server, Messaging services (IBM MQ Series), Database Integration, Legacy systems integration patterns (Unisys mainframe), Real-time information exchange with external systems, Design Patterns (General and J2EE-specific), Design methodologies (E-R diagrams, design in UML), and RUP (Rational Unified Process).				
Education (add rows as needed)					
Years	Course of Study		School		
06/2000	Bachelors of Science Computer Systems Engineering		Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM), Mexico.		
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization		Dates		
N/A	N/A		N/A		

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Minimum Qualification ME-S17	A minimum of five (5) years of experience working in a leadership capacity on a health and human or health care Project involving large and complex IT systems.
Project #1	Contact #1
Company Name: State of Colorado	Contact Name: [REDACTED]
Project Name: Colorado Child Care Automated Tracking System (CHATS) Modernization	Company Name: State of Colorado
Time Period: 07/01/2017 – Present	Phone Number: [REDACTED]
Percentage of Time: 50	Email: [REDACTED]
Staff Role: Engagement Director and Project Manager	
<p>Description of Relevant Experience:</p> <p>Deloitte helped Colorado Department of Early Childhood (CDEC) modernize the Child Care Assistance Program Eligibility System (CHATS), which was originally implemented using .NET and Oracle, to streamline the childcare program, improve the caseworker experience, and align with its childcare licensing and quality rating system. CHATS serves more than 3,000 providers and 20,000 children across Colorado, and processes about \$100 million annually in benefit payments. CHATS is also the first childcare system built on the cloud and has set the bar for successful cloud implementations. CHATS integrates with the following external systems in real time: ACSES (Incoming Child Support data), PEAK (Program Eligibility and Application Kit - Incoming Child Care application data), SIDMOD (Incoming Identity Verification data). CHAT integrates with the following external systems via batches ACF (Outgoing Federal Report data), CBMS (Incoming TANF Referral data), CDOR (Incoming and Outgoing outstanding recovery data), and CFMS (Outgoing Provider payment data). Additionally, CHATS receives Provider licensing, quality rating and attendance data from DECL another CDEC system. CHATS has increased worker efficiency, which has assisted with a 50% reduction of backlog issues since implementation and has provided the necessary functionality to achieve childcare program compliance and timely provider payments. On the Provider portal, the total number of users ranges between 2000 and 3000 users, with average load at peak time exceeding 2000 users. CHATS was deployed for using a Minimum Viable Product approach that allowed Colorado to go-live with core required functionality and then scale up over time. The contract value exceeds \$10M.</p> <p>As the Engagement Director and Project Manager, Roberto acted as the Lead Architect and innovation SME for the innovation and modernization, migration, and implementation of Colorado's CHATS system to Salesforce. Colorado's CHATS system is a complex health and human services system that manages the Child Care Assistance Program for the State and is the first Child Care system in the country build on the cloud. Roberto provided his leadership and experience to collaborate and educate Colorado State on the emerging Salesforce cloud technologies value and impact to CHATS. Roberto focused on leading the innovation and modernization of this first in class solution by proactively exploring, identifying, and evaluating technology innovations. He leveraged his knowledge of the system infrastructure, application architecture, and application to navigate recommendations which delivered both on business objectives of improved deliver and efficient pricing. Roberto provided thought leadership and also facilitated discussions, labs, and working sessions with project executives to discuss emerging technology trends, Proofs of Concept, and to validate the proposed approach and stated business objectives. Roberto delivered presentations to Executive and Management staff, communicating regularly throughout this complex implementation to share innovation information, suggestions, ideas, to elicit buy-in and input from</p>	

PART 2 – M&E INNOVATION LEAD MINIMUM QUALIFICATIONS TABLE	
<p>various stakeholders. He also coordinated across infrastructure, technical, architecture, and business teams to evaluate emerging technologies and integration of selected innovation technologies into the overall solution. Along the way, discussing and evaluating emerging technologies value and impact to business operations, as well as managing the innovation-related planning, evaluation, and execution.</p>	
Project #2	Contact #2
Company Name: State of Colorado	Contact Name: [REDACTED]
Project Name: Colorado Benefit Management System (CBMS) -Transformation Project	Company Name: State of Colorado
Time Period: 09/06/2010 – 01/31/2020	Phone Number: [REDACTED]
Percentage of Time: 50	Email: [REDACTED]
Staff Role: Technical Solutions Architect and Project Manager	
<p>Description of relevant experience:</p> <p>CBMS is a mission-critical, state-wide eligibility & enrollment system used to assess and issue government benefits to Coloradans based on their eligibility. The CBMS solution incorporates Medicaid, food assistance (SNAP), cash assistance (TANF), Children's Basic Health Plan (CHP+), and case management for work programs. CBMS is accessible to nearly 5,000 county and state workers across the state's geographically dispersed 64 counties. CBMS manages benefit eligibility for more than 760,000 cases each month, supporting nearly 1.175 million Medicaid customers, 455K SNAP customers, and 36K TANF customers. CBMS supports 80+ interfaces with entities, including federal agencies like the IRS and Social Security Administration (SSA), payment processing through CyberSource, and many other Colorado and federal systems and agencies. The system is flexible and robust, currently supporting nearly 5,000 eligibility rule sheets, approximately 500 portal screens, 800 types of correspondence, and nearly 29,000 batch jobs run monthly. CBMS integrates with Corticon Rules Engine and Adobe Experience Manager as internal components. Additionally, CBMS integrates with the following external systems: CHATS, ACSES, SSA, PEAK, and Connect for Health Colorado.</p> <p>Innovation is a key focus of the CBMS initiative. As the Technical Solutions Architect and Project Manager, led the efforts for innovation, modernization, migration, and implementation of Colorado's public benefits eligibility system (SNAP, TANF, Medicaid). This health and human services project involved migrating Colorado's complex public benefits eligibility system from on-prem into a cloud-based platform deployed on the Salesforce and AWS Government Clouds. Colorado was the first State in the Country to migrate their eligibly system to Salesforce and Roberto was key in Proactively exploring, identifying, and evaluating technology innovations for Colorado. Roberto was able to collaborate and education to the CBMS leadership regarding the benefits of a Salesforce migration to build trust in the technology and approach. Roberto led the project's migration planning, total cost of ownership (TCO) analysis, business case development, project visioning, and resource and budget analysis activities. Roberto continues to work closely with the CBMS Transformation team providing technology and project guidance and advisory after the implementation of the AWS and Salesforce migration activities. Roberto focused on leading the innovation and modernization of this first in class solution by proactively exploring, identifying, and evaluating technology innovations. He leveraged his knowledge of the system infrastructure, application architecture, and application to navigate recommendations which delivered both on business objectives of improved deliver and efficient pricing. Roberto provided thought leadership and also facilitated discussions, labs, and working sessions with project executives to discuss</p>	

PART 2 – M&E INNOVATION LEAD MINIMUM QUALIFICATIONS TABLE	
<p>emerging technology trends, Proofs of Concept, and to validate the proposed approach and stated business objectives. Roberto delivered presentations to Executive and Management staff, communicating regularly throughout this complex implementation to share innovation information, suggestions, ideas, to elicit buy-in and input from various stakeholders. He also coordinated across infrastructure, technical, architecture, and business teams to evaluate emerging technologies and integration of selected innovation technologies into the overall solution. Along the way, discussing and evaluating emerging technologies value and impact to business operations, as well as managing the innovation-related planning, evaluation, and execution.</p>	
<p>Total Duration of all Projects cited to meet the MQ: 178 months</p>	
<p>Minimum Qualification ME-S18</p>	<p>A minimum of five (5) years of experience working in a technical capacity responsible for evaluating technology improvements and innovations.</p>
Project #1	Contact #1
Company Name: State of Colorado	Contact Name: [REDACTED]
Project Name: Colorado Child Care Automated Tracking System (CHATS) Modernization	Company Name: State of Colorado
Time Period: 07/01/2017 – Present	Phone Number: [REDACTED]
Percentage of Time: 50	Email: [REDACTED]
<p>Staff Role: Engagement Director and Project Manager</p>	
<p>Description of Relevant Experience:</p> <p>Deloitte helped Colorado Department of Early Childhood (CDEC) modernize the Child Care Assistance Program Eligibility System (CHATS), which was originally implemented using .NET and Oracle, to streamline the childcare program, improve the caseworker experience, and align with its childcare licensing and quality rating system evaluating technology improvements and innovations. CHATS serves more than 3,000 providers and 20,000 children across Colorado, and processes about \$100 million annually in benefit payments. CHATS is also the first childcare system built on the cloud and has set the bar for successful cloud implementations. CHATS integrates with the following external systems in real time: ACSES (Incoming Child Support data), PEAK (Program Eligibility and Application Kit - Incoming Child Care application data), SIDMOD (Incoming Identity Verification data). CHAT integrates with the following external systems via batches ACF (Outgoing Federal Report data), CBMS (Incoming TANF Referral data), CDOR (Incoming and Outgoing outstanding recovery data), and CFMS (Outgoing Provider payment data). Additionally, CHATS receives Provider licensing, quality rating and attendance data from DECL another CDEC system. CHATS has increased worker efficiency, which has assisted with a 50% reduction of backlog issues since implementation and has provided the necessary functionality to achieve childcare program compliance and timely provider payments. On the Provider portal, the total number of users ranges between 2000 and 3000 users, with average load at peak time exceeding 2000 users. CHATS was deployed for using a Minimum Viable Product approach that allowed Colorado to go-live with core required functionality and then scale up over time. The contract value exceeds \$10M.</p> <p>As the Project Delivery Manager, Roberto acted as the Lead Architect and Project Manager for the modernization, migration, and implementation of Colorado's CHATS system. Colorado's CHATS system is a complex health and human services system that manages</p>	

PART 2 – M&E INNOVATION LEAD MINIMUM QUALIFICATIONS TABLE

the Child Care Assistance Program for the State and **is the first Child Care system in the country build on the cloud** and has been a marker of what a successful cloud implementation looks like. He **developed the architecture, migration approach, technical approach,** and plan to migrate the legacy system (based on .NET) to a multi-cloud deployment on Salesforce (w/Heroku PaaS platform) and AWS. These **innovations helped to streamline the childcare program**, improve the case worker experience, and align with their childcare licensing and quality rating system. To implement these innovations, Roberto coordinated with the other key State and Deloitte Technical Managers and Enterprise Architects to evaluate the technology and potential impacts to CHATS. In addition, Roberto developed the **CHATS Modernization Roadmap, O&M Roadmap, Gap Analysis and Prioritization, and Future Business Environment for the project** evaluating technology improvement and opportunities for innovation. All innovation and modernization efforts were implemented through innovation-related planning and evaluation meetings that Roberto helped coordinate, facilitate, and manage. Due to Roberto's leadership on the technical modernization efforts, CHATS has increased worker efficiency, which has assisted with a 50% reduction of backlog issues since implementation.

Project #2

Contact #2

Company Name: State of Colorado

Contact Name: [REDACTED]

Project Name: Colorado Benefit Management System (CBMS) -Transformation Project

Company Name: State of Colorado

Time Period: 09/06/2010 – 01/31/2020

Phone Number: [REDACTED]

Percentage of Time: 50

Email: [REDACTED]

Staff Role: Technical Solutions Architect and Project Manager

Description of relevant experience:

CBMS is a mission-critical, state-wide eligibility & enrollment system used to assess and issue government benefits to Coloradans based on their eligibility. The CBMS solution incorporates Medicaid, food assistance (SNAP), cash assistance (TANF), Children's Basic Health Plan (CHP+), and case management for work programs. CBMS is **accessible to nearly 5,000 county and state workers** across the state's geographically dispersed **64 counties**. CBMS **manages benefit eligibility for more than 760,000 cases each month**, supporting nearly **1.175 million Medicaid customers, 455K SNAP customers, and 36K TANF customers**. CBMS supports **80+ interfaces** with entities, including federal agencies like the IRS and Social Security Administration (SSA), payment processing through CyberSource, and many other Colorado and federal systems and agencies. The system is flexible and robust, currently **supporting nearly 5,000 eligibility rule sheets**, approximately **500 portal screens, 800 types of correspondence, and nearly 29,000 batch jobs run monthly**. CBMS integrates with Corticon Rules Engine and Adobe Experience Manager as internal components. Additionally, **CBMS integrates with the following external systems: CHATS, ACSES, SSA, PEAK, and Connect for Health Colorado**.

As the **Technical Solutions Architect and Project Manager**, Roberto was both Lead Architect and Planning Lead for the migration of Colorado's public benefits eligibility system (SNAP, TANF, Medicaid). Roberto **led research to evaluate technology innovations** and was able to **educate and collaborate** with State CBMS leadership to discuss tech modernization impacts on the eligibility system. After reaching a consensus with client leadership on the technology and approach, **Roberto designed the modernization and migration and refactoring strategy of all application components, was responsible for all AWS and Salesforce technical design including network design, disaster recovery approach, high-availability configurations, performance testing and tuning, and the server and software**

PART 2 – M&E INNOVATION LEAD MINIMUM QUALIFICATIONS TABLE		
<p>configuration of the new cloud environments. Colorado was the first State in the Country to migrate their eligibly system to Salesforce Roberto used AWS and Salesforce native services where possible to optimize and make improvements to the system and take advantage of the cloud architecture. This included an innovative design of a real-time data synchronization platform that enables front-office and back-office processes to operate independently from each other, through a microservices-based architecture and API-led environment.</p>		
Total Duration of all Projects cited to meet the MQ:		178 months
Minimum Qualification ME-S19	A minimum of two (2) years of experience developing and delivering technology Proofs of Concept or Pilot Projects.	
Project #1		Contact #1
Company Name: State of Colorado		Contact Name: [REDACTED]
Project Name: Colorado Child Care Automated Tracking System (CHATS) Modernization		Company Name: State of Colorado
Time Period: 07/01/2017 – Present		Phone Number: [REDACTED]
Percentage of Time: 50		Email: [REDACTED]
Staff Role: Engagement Director and Project Manager		
<p>Description of Relevant Experience:</p> <p>Deloitte helped Colorado Department of Early Childhood (CDEC) modernize the Child Care Assistance Program Eligibility System (CHATS), which was originally implemented using .NET and Oracle, to streamline the childcare program, improve the caseworker experience, and align with its childcare licensing and quality rating system. CHATS serves more than 3,000 providers and 20,000 children across Colorado, and processes about \$100 million annually in benefit payments. CHATS is also the first childcare system built on the cloud and has set the bar for successful cloud implementations. CHATS integrates with the following external systems in real time: ACSES (Incoming Child Support data), PEAK (Program Eligibility and Application Kit - Incoming Child Care application data), SIDMOD (Incoming Identity Verification data). CHAT integrates with the following external systems via batches ACF (Outgoing Federal Report data), CBMS (Incoming TANF Referral data), CDOR (Incoming and Outgoing outstanding recovery data), and CFMS (Outgoing Provider payment data). Additionally, CHATS receives Provider licensing, quality rating and attendance data from DECL another CDEC system. CHATS has increased worker efficiency, which has assisted with a 50% reduction of backlog issues since implementation and has provided the necessary functionality to achieve childcare program compliance and timely provider payments. On the Provider portal, the total number of users ranges between 2000 and 3000 users, with average load at peak time exceeding 2000 users. CHATS was deployed for using a Minimum Viable Product approach that allowed Colorado to go-live with core required functionality and then scale up over time. The contract value exceeds \$10M.</p> <p>Roberto was the Lead Architect and Project Manager for the modernization, migration, implementation of Colorado's CHATS system. In his role he led in the development of the following proposals or proofs of concept and Pilots prior to any technology innovation to validate the approach and business impacts to CHATS: Salesforce and Heroku data synchronization and implementation for the core service; Mobile platform MobileCaddy and GoCase to provide mobile capabilities including offline data synchronization; PostgreSQL</p>		

PART 2 – M&E INNOVATION LEAD MINIMUM QUALIFICATIONS TABLE	
implementation of existing stored procedures and triggers; Real-time data synchronization using Heroku Kafka, PostgreSQL. All proposal or proofs of concepts (POC) or prototypes validated the approach and benefits and addressed cost prior to implementation and were delivered within the projects existing Innovation processes.	
Project #2	Contact #2
Company Name: State of Colorado	Contact Name: [REDACTED]
Project Name: Colorado Benefit Management System (CBMS) -Transformation Project	Company Name: State of Colorado
Time Period: 09/06/2010 – 01/31/2020	Phone Number: [REDACTED]
Percentage of Time: 50	Email: [REDACTED]
Staff Role: Technical Solutions Architect and Project Manager	
<p>Description of relevant experience:</p> <p>CBMS is a mission-critical, state-wide eligibility & enrollment system used to assess and issue government benefits to Coloradans based on their eligibility The CBMS solution incorporates Medicaid, food assistance (SNAP), cash assistance (TANF), Children's Basic Health Plan (CHP+), and case management for work programs. CBMS is accessible to nearly 5,000 county and state workers across the state's geographically dispersed 64 counties. CBMS manages benefit eligibility for more than 760,000 cases each month, supporting nearly 1.175 million Medicaid customers, 455K SNAP customers, and 36K TANF customers. CBMS supports 80+ interfaces with entities, including federal agencies like the IRS and Social Security Administration (SSA), payment processing through CyberSource, and many other Colorado and federal systems and agencies. The system is flexible and robust, currently supporting nearly 5,000 eligibility rule sheets, approximately 500 portal screens, 800 types of correspondence, and nearly 29,000 batch jobs run monthly. CBMS integrates with Corticon Rules Engine and Adobe Experience Manager as internal components. Additionally, CBMS integrates with the following external systems: CHATS, ACSES, SSA, PEAK, and Connect for Health Colorado.</p> <p>As the Lead Architect and Planning Lead, Roberto was responsible for the technology modernization and the migration of Colorado's public benefits eligibility system (SNAP, TANF, Medicaid). In his role he led in the development of the following proposal and proofs of concepts (POC) or prototypes to prove that the technologies were ready prior to subsequent implementation and go live: Proof of Concept for the migration of PowerBuilder and Citrix front-end to JEE web technologies; POC and prototype for implementation of database virtualization technology (Delphix) – the State went on to win a national APHSA ISM innovation award for implementation; POC and prototype for the use of open-source Lucene+Solr technology to perform identity matching across multiple state systems; POC for the implementation of integration technology, including Mulesoft Enterprise Service Bus (ESB) and CA Lisa Service virtualization technologies; Multiple POCs to support the migration to Oracle Exadata hardware and private cloud services provided by a Lumen/Savvis private cloud; POC to support advanced analytics through the Cloudera Big Data platform; POC for automated conversion of hundreds of COBOL and C/Tuxedo middleware services to Java; Multiple POC and demos for COTS products to support and enhance system functionality: Corticon Rules Engine to support eligibility determination, Adobe LiveCycle for notices generation, Perceptive EDMS for document management, and Hyperscience ICR for intelligent character recognition; Multiple POCs and prototypes for operational tools, including Zabbix, Dynatrace, and LogRocket for monitoring, and Dollar Universe for batch operations; Multiple POCs to support the migration of CBMS to Salesforce and AWS platforms, using Mulesoft to perform real-time data synchronization. All proposal</p>	

PART 2 – M&E INNOVATION LEAD MINIMUM QUALIFICATIONS TABLE	
or proofs of concepts (POC) or prototypes validated the approach and benefits and addressed cost prior to implementation and were delivered within the projects existing Innovation processes.	
<i>Total Duration of all Projects cited to meet the MQ:</i>	<i>178 months</i>

1.6 M&E Enterprise Architect, Lori Olson

M&E ENTERPRISE ARCHITECT					
PART 1 – RÉSUMÉ					
Contractor	Deloitte Consulting LLP				
Candidate Name	Lori Olson				
Position in the Company	Technology Fellow	Length of Time in Position	Time in Postion: 1 year, 8 months Overall time at company (12 years, 5 months)		
Project Position & Responsibilities	As the M&E Enterprise Architect, Lori will perform analytical work in the design and development of architecture strategy, overseeing the implementation of technical infrastructure and technology. Responsibilities include: Working with the Technical Manager, Application Manager, and Innovation Lead to provide an enterprise solution that is scalable, adaptable, and in sync with changing business needs and application evolution; Providing high-level guidance and direction on enterprise architecture planning; Recommending an architecture strategy and roadmap to move the CalSAWS application from the existing monolithic architecture to a modular architecture; Reviewing and approving analysis and recommendations for a phased architecture and application evolution migration and oversee, review, and approve application architecture documents and standards; Aligning IT strategy and planning with CalSAWS business goals and evaluate cloud application requirements and make architectural recommendations on AWS; Ensuring seamless integration between all architectures that interact and/or interface with CalSAWS, and conducting research and providing recommendations on appropriate technologies to address CalSAWS needs and improve efficiency.				
Skills & Qualifications for Project Position	Lori exceeds skills, qualifications, and requirements for the project position with 9 years and 5 months within the past ten (10) years of experience across four projects . Overall, Lori possesses 25 years as an Enterprise Architect on projects involving large and complex IT systems including human services systems.				
Relevant Experience (Add additional tables as needed)					
Project Title	Internal Revenue Service (IRS) – IRS Web Apps Project				
Position Title	Chief Architect				
Begin Date	09/01/2020	End Date	Present	# of Months	28
Scope and Description of Responsibility	The scope of the IRS project included modernizing the IRS's large and complex IT Web Apps. The IRS is a large and complex US federal agency with fiscal responsibilities for money management and collections along with legislatively mandated enforcement of tax law, providing citizen access to their own tax accounts. The responsibilities of the Chief Architect include leading Cloud Engineering, Cloud Native Architecture, and DevSecOps modernization in cloud as Subject Matter expert to further expand the capabilities of Web Apps. In her role, she helped establish the project's architectural strategy and roadmap, worked with other senior leadership to understand the needs of various units within the project, and ensured that the strategy and design served the business.				

M&E ENTERPRISE ARCHITECT					
Skills Utilized and Experience Attained	The skills utilized are technical skills to establish architectural standards, recommend solutions, and enable modernization of the applications into full cloud capabilities. The experience attained are in the development of enhancement processes to expand the capabilities of Web App				
Project Title	State of California – California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)				
Position Title	Chief Architect				
Begin Date	08/01/2020	End Date	Present	# of Months	29
Scope and Description of Responsibility	The scope of the CalHEERS project include managing California's large and complex eligibility system, CalHEERS. This Maintenance & Operations project provides enhancements, security, maintenance, subcontractor and product vendor management, helpdesk support, and ongoing operations of core applications. The responsibilities of the Chief Architect include for constructing and overseeing the conversion of a large cloud-based monolith application to a cloud native, modular application based on AWS infrastructure, microservices, containerization, cloud native services, and Cloud-friendly DevSecOps with full Blue/Green deployment capabilities.				
Skills Utilized and Experience Attained	The skills utilized are technical and business skills to develop standards for and lead architecture assessment and analysis of alternatives for platforms and tools. The experience attained are in migrating large and complex human services IT system in the State of California HHS to cloud based architecture.				
Project Title	Washington Health Benefit Exchange (WA HBE) – Washington Healthplanfinder				
Position Title	Enterprise Architect				
Begin Date	10/01/2018	End Date	Present	# of Months	51
Scope and Description of Responsibility	The scope of the State of Washington Health Benefit Exchange (HBE) project includes managing the State's health insurance marketplace, dedicated to providing health and dental program services for APTC, QHP, CHIP, and Medicaid eligible Washingtonians. Deloitte has been the System Integrator (SI) for HBE since 2012, and the prime M&O contractor since October 2013, helping HBE operate and enhance its large and complex IT system platform, Healthplanfinder (HPF). As the System Integrator, Deloitte's responsibilities are to design, implement, and deliver system modifications / enhancements, and manage the end-to-end operations of the production system. Deloitte also runs the daily operations of the Exchange, of which a subset of activities includes, ticket triage and root cause analysis, defect, and data fixes, coordinating all system maintenance activities with hosting vendor, batch execution and monitoring, managing, and implementing the enterprise-wide patching plan, continuous system monitoring and threat detection, daily operational reporting, and data storage monitoring and mitigation. The responsibilities of the Enterprise Architect and SME include responsibility for the architecture of a cloud-native modular application for the Washington Health Benefit Exchange to redesign and transition infrastructure to a fully secure Azure Government Cloud.				
Skills Utilized and Experience Attained	The skills utilized are technical skills to develop an Azure infrastructure, microservices, containerization, and cloud-friendly DevSecOps. The experience attained are in developing cloud services for large and complex IT systems for human services clients.				

M&E ENTERPRISE ARCHITECT					
Project Title	Internal Revenue Service (IRS) – Information Returns Processing Project				
Position Title	Enterprise Architect				
Begin Date	09/01/2014	End Date	Present	# of Months	100
Scope and Description of Responsibility	The scope of the project included creating new software system development and modernizing mission critical processes focused on income reporting for IRS. The IRS is a large US federal agency in FSI. This client has fiscal responsibilities for money management and collection along with legislatively mandated enforcement of tax law, processing 3.5 billion information documents for more than 200 million taxpayers. The responsibilities of the Enterprise Architect and SME are to lead the Cloud Engineering, Cloud Native Architecture, and DevSecOps modernization.				
Skills Utilized and Experience Attained	The skills utilized are technical skills to establish new architecture patterns and approaches. The experiences attained are in modernizing and developing large software systems.				
Project Title	U.S. Dept. of Education Office of Federal Student Aid (FSA) – Migrant Student Information Exchange Program				
Position Title	Enterprise Architect				
Begin Date	03/01/2020	End Date	06/30/2022	# of Months	27
Scope and Description of Responsibility	The scope of the Migrant Student Information Exchange Program project includes building cloud technology that allows States to share educational and health information on migrant children who travel from State to State. The project includes driving cloud-based architecture assessment, strategy, and platforms for modernizing locally deployed mainframe based applications in the federal student aid lifecycle with API-based Cloud Native architectures and DevSecOps platform architecture. The responsibilities of the Enterprise Architect and SME included the cloud strategy, application architecture services, and leading the project through modernization to cloud-native architectures.				
Skills Utilized and Experience Attained	The skills utilized are technical skills to provide cloud strategy and application architecture services. The experience attained are through modernizing a complex system to cloud-native architectures.				
Education (add rows as needed)					
Years	Course of Study		School		
08/1988	Bachelor of Arts in Linguistics, Math Minor		Brigham Young University		
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization			Dates	
AWS Certified Solutions Architect	Amazon Web Services			06/2021	
AWS Cloud Practitioner	Amazon Web Services			01/2021	
SEI Software Architecture Professional (SAP) Certification	Software Engineering Institute Carnegie Mellon University			11/2016	
TOGAF9	The Open Group			05/2015	
PMI Project Management Professional (PMP)	Project Management Institute			02/2012	

PART 2 – M&E ENTERPRISE ARCHITECT MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification ME-S20	A minimum of five (5) years of experience within the past ten (10) years as an Enterprise Architect on Projects involving large and complex IT systems.
Project #1	Contact #1
Company Name: Internal Revenue Service (IRS)	[REDACTED]
Project Name: IRS Web Apps	Company Name: Internal Revenue Service (IRS)
Time Period: 09/01/2020 – Present	[REDACTED]
Percentage of Time: 20	[REDACTED]
Staff Role: Chief Architect	
<p>Description of relevant experience:</p> <p>The scope of the IRS project includes modernizing the IRS's large and complex IT Web Apps. The IRS is a large and complex US federal agency with fiscal responsibilities for money management and collections along with legislatively mandated enforcement of tax law, providing citizen access to their own tax accounts. The IRS Web Apps system integrates 5 applications, and with 10 COTS solutions. The system interfaces with 12 external systems that includes 5 real-time systems that are accessed by over 2M users at multiple locations. The solution includes multi-tiered processing which includes a customer/user facing front end. The project has a contract value of over \$10M. The scope of the IRS project includes modernizing the IRS's large and complex IT Web Apps.</p> <p>As the Chief Architect, Lori leads Cloud Engineering, Cloud Native Architecture, and DevSecOps modernization in cloud for the IRS's large and complex IT Web Apps project. In her role, she established the project's architectural strategy and roadmap, worked with other senior leadership to understand the needs of various units within the project, and ensured that the strategy and design served the business. Lori worked with the application, infrastructure, and technical teams to provide an enterprise solution that is scalable, adaptable, and in sync with changing business needs and application evolution. She provides high-level guidance and direction on enterprise architecture planning. Lori is regularly involved in approving analysis and recommendations for a phased architecture and application evolution migration and oversees, reviews, and provides input to application architecture documents and standards. Lori is adept at aligning IT strategy and planning with business goals and by evaluating cloud application requirements and making architectural recommendations.</p>	
Project #2	Contact #2
Company Name: State of California	Contact Name: [REDACTED]
Project Name: California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS) Project	Company Name: State of California
Time Period: 08/01/2020 – Present	Phone Number: [REDACTED]
Percentage of Time: 20	Email: [REDACTED]
Staff Role: Chief Architect	

PART 2 – M&E ENTERPRISE ARCHITECT MINIMUM QUALIFICATIONS TABLE

Description of relevant experience:

The scope of the CalHEERS project include managing California's large and complex eligibility system, CalHEERS. This Maintenance & Operations project provides enhancements, security, maintenance, subcontractor and product vendor management, helpdesk support, and ongoing operations of core applications. **Lori serves as the Chief Architect** for California's large and complex eligibility system, CalHEERS, **which integrates 10 applications, 2 COTS applications, interfaces with 41 external systems, including 30 real-time applications.** This Maintenance & Operations project provides enhancements, security, maintenance, subcontractor and product vendor management, helpdesk support, and ongoing operations of core applications. Deloitte is tasked with the implementation of accelerated modernization programs, including the migration and optimization to an AWS Cloud environment, delivery model transformation (Agile/DevOps), and workforce transformation. This system is **accessed by more than one thousand users at multiple locations, includes multi-tiered processing, including a customer interface, with a contract value exceeding \$10M.** The team also implemented multiple system enhancements while simultaneously maintaining current operations, such as enabling and expanding the Special Enrollment Period for COVID-19-impacted individuals to apply for subsidized health coverage, allowing **more than 7.7M consumers** to apply for health coverage since May 2020.

As the **Chief Architect**, Lori was key to the migration and modernization of the State of California's highly complex CalHEERS system to the AWS cloud prior to technology refresh. Lori established standards for and led architecture assessment and conducted analysis of alternatives for platforms and tools. Lori worked across the agency to communicate and recommend technologies and explain the business benefits and impact of different tools and strategies. She worked to ensure all teams on the project were equipped with the technology solutions that best empowered them in their roles. She also worked to optimize systems and interfaces in a highly complex environment with significant interface requirements and opportunities. Lori worked with the application, infrastructure, and technical teams to provide an enterprise solution that is scalable, adaptable, and in sync with changing business needs and application evolution. She provides high-level guidance and direction on enterprise architecture planning. Lori is regularly involved in approving analysis and recommendations for a phased architecture and application evolution migration and oversees, reviews, and provides input to application architecture documents and standards. Lori is adept at aligning IT strategy and planning with business goals and by evaluating cloud application requirements and making architectural recommendations.

Project #3	Contact #3
<i>Company Name: Washington Health Benefit Exchange (WA HBE)</i>	<i>Contact Name:</i> [REDACTED]
<i>Project Name: Washington Healthplanfinder</i>	<i>Company Name: Washington Health Benefit Exchange (WA HBE)</i>
<i>Time Period: 10/01/2018 – Present</i>	<i>Phone Number:</i> [REDACTED]
<i>Percentage of Time: 20 – 30</i>	<i>Email:</i> [REDACTED]
<i>Staff Role: Enterprise Architect</i>	
<i>Description of relevant experience:</i>	

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The State of Washington Health Benefit Exchange (HBE) is the State's health insurance marketplace, dedicated to providing health and dental program services for APTC, QHP, CHIP, and Medicaid eligible Washingtonians. Deloitte has been the System Integrator (SI) for HBE since 2012, and the prime M&O contractor since October 2013, helping HBE operate and enhance its large and complex IT system platform, Healthplanfinder (HPF). Available on both the web and via a native mobile app, the HPF application is **accessed by 1 in every 4 Washingtonians** seeking to find, compare, and enroll in qualified health and dental insurance plans each year. As the System Integrator, Deloitte's responsibilities are to design, implement, and deliver system modifications / enhancements, and manage the end-to-end operations of the production system. Deloitte also runs the daily operations of the Exchange, of which a subset of activities includes, ticket triage and root cause analysis, defect, and data fixes, coordinating **all system maintenance activities** with hosting vendor, batch execution and monitoring, managing, and implementing the enterprise-wide patching plan, continuous system monitoring and threat detection, daily operational reporting, and data storage monitoring and mitigation. **Washington Healthplanfinder integrates with 4 applications, 2 of which are COTS, interfaces with 6 external systems and all are real-time, is accessible to 1.8M users across multiple locations, which include Agents, Navigators, Customer Service Representatives, and residents of the State of Washington, and has a contract value exceeding \$10M.** An n-tiered application, available on the web and through a native mobile application with screens that are responsive and accessible through mobile phones, PDAs, and tablets.

As the **Enterprise Architect**, Lori acted as a cloud-native architecture subject matter expert for the large Health Benefits Exchange project for the State of Washington. She led the development of a cloud-based application, assisting in the evolution from a locally deployed monolith to a cloud-native modular application based on Azure infrastructure, microservices, containerization, and cloud-friendly DevSecOps with full Blue/Green deployment capabilities. Lori supported the client in architecture assessment and analysis of alternatives for platforms and tools and communicated findings to project leadership to help drive business and technology strategy. Lori sat on the client's technology review board where she led accelerating the understanding and adoption of cloud resources to transform the flexibility of the system in meeting the organization mission. Lori worked with the application, infrastructure, and technical teams to provide an enterprise solution that is scalable, adaptable, and in sync with changing business needs and application evolution. She provides high-level guidance and direction on enterprise architecture planning. Lori is regularly involved in approving analysis and recommendations for a phased architecture and application evolution migration and oversees, reviews, and provides input to application architecture documents and standards. Lori is adept at aligning IT strategy and planning with business goals and by evaluating cloud application requirements and making architectural recommendations.

Project #4	Contact #4
Company Name: Internal Revenue Service (IRS)	
Project Name: Information Returns Processing	Company Name: Internal Revenue Service (IRS)
Time Period: 09/01/2014 – Present	
Percentage of Time: 20 – 65	
Staff Role: Enterprise Architect	
Description of relevant experience:	

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The scope of the project included creating new software system development and modernizing mission critical processes focused on income reporting for IRS. The IRS is a large US federal agency in FSI. This client has fiscal responsibilities for money management and collection along with legislatively mandated enforcement of tax law, processing 3.5 billion information documents for more than 200 million taxpayers. The IRS Information Returns system is a large IT system that integrates **32 applications, including 5 COTS applications, 8 external systems, and 3 real-time integrations. This multi-tiered processing, customer/user facing front end system impacts more than 2,000 users in 7 locations. The project contract value exceeds \$10M.**

As the Enterprise Architect, Lori established new architecture patterns and approaches, drove innovative design to reduce costs and complexity, mentored the development team, and monitored quality and delivery results. Lori provided the architectural strategy and roadmap for creating reusable microservices and establishing the tools and capabilities within the client organization to support an API-enabled environment. Lori worked with her team to develop Proofs of Concept to extrapolate production execution behavior and performance and worked to communicate the impact and findings to senior leadership to help drive strategy and decision-making. She also developed common operating environment standards and provided leading practices knowledge and expertise in Java and Agile development, testing, and deployment. She worked closely with other senior leadership to support PMO efforts in software and hardware infrastructure definition, procurement, and deployment, as well as planning efforts to address development, infrastructure, and enterprise-mandated technology changes. Lori provided an implementation and engineering model for an event driven architecture approach. Lori worked with the application, infrastructure, and technical teams to provide an enterprise solution that is scalable, adaptable, and in sync with changing business needs and application evolution. She provides high-level guidance and direction on enterprise architecture planning. Lori is regularly involved in approving analysis and recommendations for a phased architecture and application evolution migration and oversees, reviews, and provides input to application architecture documents and standards. Lori is adept at aligning IT strategy and planning with business goals and by evaluating cloud application requirements and making architectural recommendations.

Project #5	Contact #5
Company Name: U.S. Department of Education Office of Federal Student Aid (FSA)	
Project Name: Transformation Support Services	Company Name: U.S. Department of Education Office of Federal Student Aid (FSA)
Time Period: 03/01/2020 – 06/30/2022	
Percentage of Time: 20	
Staff Role: Enterprise Architect	
Description of relevant experience:	
The scope of the Migrant Student Information Exchange Program project includes building cloud technology that allows States to share educational and health information on migrant children who travel from State to State. The Federal Student Aid office is a large US federal agency in the Dept. of Education. This client has fiscal responsibilities for administering financial assistance to needy students of higher education. The project integrates 32 applications, including more than 10 COTS applications, and interfaces with more than 6	

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external systems including 3 real-time. The solution includes multi-tiered processing with a **customer/user facing** front end which impacted more than **ten million users in multiple locations**. The project had a **contract value exceeding \$10M**.

As the **Enterprise Architect**, Lori provided cloud strategy and application architecture services for the U.S. Department of Education Office of FSA's large IT system for the Transformation Support Services Project. Lori supported the client in architecture assessment and analysis of alternatives for platforms and tools. She communicated assessment results and analysis to key business leaders to help drive a technology solution in service of business goals. Lori worked with the application, infrastructure, and technical teams to provide an enterprise solution that is scalable, adaptable, and in sync with changing business needs and application evolution. She provides high-level guidance and direction on enterprise architecture planning. Lori is regularly involved in approving analysis and recommendations for a phased architecture and application evolution migration and oversees, reviews, and provides input to application architecture documents and standards. Lori is adept at aligning IT strategy and planning with business goals and by evaluating cloud application requirements and making architectural recommendations.

Total Duration of all Projects cited to meet the MQ:

232 months

Minimum Qualification ME-S21 A minimum of five (5) years of experience within the past ten (10) years in architecting and building high performance systems and/or in architecting and building enterprise-scale, distributed systems on Projects involving large and complex IT systems; a portion of this experience must have been with human services systems and programs.

Project #1

Contact #1

Company Name: Internal Revenue Service (IRS)

Project Name: IRS Web Apps

Time Period: 09/01/2020 – Present

Percentage of Time: 20

Staff Role: Chief Architect

Description of relevant experience:

The scope of the IRS project includes modernizing the IRS's large and complex IT Web Apps. The IRS is a large and complex US federal agency with fiscal responsibilities for money management and collections along with legislatively mandated enforcement of tax law, providing citizen access to their own tax accounts. The IRS Web Apps system **integrates 5 applications, and with 10 COTS solutions**. The **system interfaces with 12 external systems that includes 5 real-time systems that are accessed by over 2M users at multiple locations**. The solution includes multi-tiered processing which includes a **customer/user facing front end**. The project has a contract value of **over \$10M**. The scope of the IRS project includes modernizing the IRS's **large and complex** IT Web Apps.

As the **Chief Architect**, Lori led Cloud Engineering, Cloud Native Architecture, and DevSecOps modernization in cloud for IRS's **complex IT** Web Apps project. She acted as a subject matter expert to expand and optimize the capabilities and performance of Web Apps. Lori established architectural standards, recommended patterns, and solutions, and enabled the modernization of the applications into full cloud capabilities. Lori worked with the application, infrastructure, and technical teams to provide an enterprise solution that is scalable, adaptable, and in sync with changing business needs and application evolution. She provides high-level guidance and direction on

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enterprise architecture planning. Lori is regularly involved in approving analysis and recommendations for a phased architecture and application evolution migration and oversees, reviews, and provides input to application architecture documents and standards. Lori is adept at aligning IT strategy and planning with business goals and by evaluating cloud application requirements and making architectural recommendations. This project involved architecting and building high performance systems and architecting and building enterprise-scale, distributed systems on a large and complex IT systems.

Project #2	Contact #2
Company Name: State of California	Contact Name: [REDACTED]
Project Name: California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)	Company Name: State of California
Time Period: 08/01/2020 – Present	Phone Number: [REDACTED]
Percentage of Time: 20	Email: [REDACTED]
Staff Role: Chief Architect	
Description of relevant experience:	
<p>The scope of the CalHEERS project include managing California's large and complex eligibility system, CalHEERS. This Maintenance & Operations project provides enhancements, security, maintenance, subcontractor and product vendor management, helpdesk support, and ongoing operations of core applications. Lori serves as the Chief Architect for California's large and complex eligibility system, CalHEERS, which integrates 10 applications, 2 COTS applications, interfaces with 141 external systems, including 30 real-time applications. This Maintenance & Operations project provides enhancements, security, maintenance, subcontractor and product vendor management, helpdesk support, and ongoing operations of core applications. Deloitte is tasked with the implementation of accelerated modernization programs, including the migration and optimization to an AWS Cloud environment, delivery model transformation (Agile/DevOps), and workforce transformation. This system is accessed by more than one thousand users at multiple locations, includes multi-tiered processing, including a customer interface, with a contract value exceeding \$10M. The team also implemented multiple system enhancements while simultaneously maintaining current operations, such as enabling and expanding the Special Enrollment Period for COVID-19-impacted individuals to apply for subsidized health coverage, allowing more than 7.7M consumers to apply for health coverage since May 2020.</p> <p>As the Chief Architect, Lori was key to the migration and modernization of the State of California's highly complex CalHEERS system to the AWS Cloud prior to technology refresh. Lori architected and oversaw the conversion of a large cloud-based monolith application to a cloud-native modular application based on AWS infrastructure, microservices, containerization, cloud native services, and cloud-friendly DevSecOps with full Blue/Green deployment capabilities. She established standards for and led architecture assessment and analysis of alternatives for platforms and tools and provided additional impact through modernization and stability improvements. Lori worked with the application, infrastructure, and technical teams to provide an enterprise solution that is scalable, adaptable, and in sync with changing business needs and application evolution. She provides high-level guidance and direction on enterprise architecture planning. Lori is regularly involved in approving analysis and recommendations for a phased architecture and application evolution migration and oversees, reviews, and provides input to application architecture documents and standards. Lori is adept at aligning IT strategy and planning with business goals and by evaluating cloud application requirements and making architectural recommendations. This project</p>	

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involved architecting and building high performance systems and architecting and building enterprise-scale, distributed systems on a large and complex IT systems. This project was also performed in California and is Human Services.

Project #3	Contact #3
Company Name: Washington Health Benefit Exchange (WA HBE)	Contact Name: [REDACTED]
Project Name: Washington Healthplanfinder	Company Name: Washington Health Benefit Exchange (WA HBE)
Time Period: 10/01/2018 – Present	Phone Number: [REDACTED]
Percentage of Time: 20 – 30	Email: [REDACTED]
Staff Role: Enterprise Architect	
Description of relevant experience:	
<p>The State of Washington Health Benefit Exchange (HBE) is the State's health insurance marketplace, dedicated to providing health and dental program services for APTC, QHP, CHIP, and Medicaid eligible Washingtonians. Deloitte has been the System Integrator (SI) for HBE since 2012, and the prime M&O contractor since October 2013, helping HBE operate and enhance its large and complex IT system platform, Healthplanfinder (HPF). Available on both the web and via a native mobile app, the HPF application is accessed by 1 in every 4 Washingtonians seeking to find, compare, and enroll in qualified health and dental insurance plans each year. As the System Integrator, Deloitte's responsibilities are to design, implement, and deliver system modifications / enhancements, and manage the end-to-end operations of the production system. Deloitte also runs the daily operations of the Exchange, of which a subset of activities includes, ticket triage and root cause analysis, defect, and data fixes, coordinating all system maintenance activities with hosting vendor, batch execution and monitoring, managing, and implementing the enterprise-wide patching plan, continuous system monitoring and threat detection, daily operational reporting, and data storage monitoring and mitigation. Washington Healthplanfinder integrates with 4 applications, 2 of which are COTS, interfaces with 6 external systems and all are real-time, is accessible to 1.8M users across multiple locations, which include Agents, Navigators, Customer Service Representatives, and residents of the State of Washington, and has a contract value exceeding \$10M. An n-tiered application, available on the web and through a native mobile application with screens that are responsive and accessible through mobile phones, PDAs, and tablets.</p> <p>As the Enterprise Architect, Lori acted as a cloud-native architecture subject matter expert for the large human services Health Benefits Exchange project for the State of Washington. She led in the development of a cloud-based application, assisting in the evolution from a locally deployed monolith to a cloud-native modular application based on Azure infrastructure, microservices, containerization, and cloud-friendly DevSecOps with full Blue/Green deployment capabilities. Lori supported the client in architecture assessment and analysis of alternatives for platforms and tools. She provided impact through modernization and additional stability improvements. Lori sat on the client technology review board, accelerating the understanding and adoption of cloud resources to transform the flexibility of the system in meeting the organization mission. Lori worked with the application, infrastructure, and technical teams to provide an enterprise solution that is scalable, adaptable, and in sync with changing business needs and application evolution. She provides high-level guidance and direction on enterprise architecture planning. Lori is regularly involved in approving analysis and recommendations for a phased architecture and application evolution migration and oversees, reviews, and provides input to application architecture documents and</p>	

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standards. Lori is adept at aligning IT strategy and planning with business goals and by evaluating cloud application requirements and making architectural recommendations. This project involved architecting and building high performance systems and architecting and building enterprise-scale, distributed systems on a large and complex IT systems. This project was also performed with Human Services agencies.

Project #4

Contact #4

Company Name: Internal Revenue Service (IRS)

Project Name: Information Returns Processing

Time Period: 09/01/2014 – Present

Percentage of Time: 20 – 65

Company Name: Internal Revenue Service (IRS)

Staff Role: Enterprise Architect

Description of relevant experience:

The scope of the project included creating new software system development and modernizing mission critical processes focused on income reporting for IRS. The IRS is a large US federal agency in FSI. This client has fiscal responsibilities for money management and collection along with legislatively mandated enforcement of tax law, processing 3.5 billion information documents for more than 200 million taxpayers. The IRS Information Returns system is a large IT system that integrates **32 applications, including 5 COTS applications, 8 external systems, and 3 real-time integrations. This multi-tiered processing, customer/user facing front end system impacts more than 2,000 users in 7 locations.** The project had a **contract value exceeding \$10M.**

As the Enterprise Architect, Lori provided architecture strategies for creating reusable microservices and establishing the tools and capabilities within the client organization to support an API-enabled environment. Lori provided Proofs of Concept to extrapolate production execution behavior and performance. She provided an implementation and engineering model for an event-driven architecture approach. She also drove the solution delivery team using Java and established Agile development, testing, and deployment practices. Her team-built agency-leading automation and continuous integration capabilities integrated with the Rational Jazz platform and provided the client with an automation model supported by open-source tools applicable across all development projects. Lori advised on multiple projects on establishing agile and Rational tools capabilities along with automation to transform their development processes. She established common operating environment standards and provided leading practices knowledge and expertise in Java and Agile development, testing, and deployment. Lori supported PMO efforts in software and hardware infrastructure definition, procurement, and deployment, as well as planning efforts to address development, infrastructure, and enterprise mandated technology changes. Lori worked with the application, infrastructure, and technical teams to provide an enterprise solution that is scalable, adaptable, and in sync with changing business needs and application evolution. She provides high-level guidance and direction on enterprise architecture planning. Lori is regularly involved in approving analysis and recommendations for a phased architecture and application evolution migration and oversees, reviews, and provides input to application architecture documents and standards. Lori is adept at aligning IT strategy and planning with business goals and by evaluating cloud application requirements and making architectural recommendations. This project involved architecting and building high performance systems and architecting and building enterprise-scale, distributed systems on a large and complex IT systems.

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Project #5	Contact #5
Company Name: U.S. Department of Education Office of Federal Student Aid (FSA)	[REDACTED]
Project Name: Transformation Support Services	Company Name: U.S. Department of Education Office of Federal Student Aid (FSA)
Time Period: 03/01/2020 – 06/30/2022	[REDACTED]
Percentage of Time: 20	[REDACTED]
Staff Role: Enterprise Architect	
Description of relevant experience:	
<p>The scope of the Migrant Student Information Exchange Program project includes building cloud technology that allows States to share educational and health information on migrant children who travel from State to State. The Federal Student Aid office is a large US federal agency in the Dept. of Education. This client has fiscal responsibilities for administering financial assistance to needy students of higher education. The project integrates 32 applications, including more than 10 COTS applications, and interfaces with more than 6 external systems including 3 real-time. The solution includes multi-tiered processing with a customer/user facing front end which impacted more than ten million users in multiple locations. The project had a contract value exceeding \$10M.</p> <p>As the Enterprise Architect, Lori provided cloud strategy and application architecture services for the U.S. Department of Education Office of FSA's large IT system for the Transformation Support Services Project. She drove cloud-based architecture assessment, strategy, and platforms for modernizing locally deployed and mainframe-based applications in the student aid life cycle with API-based cloud native architectures and DevSecOps platform architecture. Lori supported the client in architecture assessment and analysis of alternatives for platforms and tools. Lori worked with the application, infrastructure, and technical teams to provide an enterprise solution that is scalable, adaptable, and in sync with changing business needs and application evolution. She provides high-level guidance and direction on enterprise architecture planning. Lori is regularly involved in approving analysis and recommendations for a phased architecture and application evolution migration and oversees, reviews, and provides input to application architecture documents and standards. Lori is adept at aligning IT strategy and planning with business goals and by evaluating cloud application requirements and making architectural recommendations. This project involved architecting and building high performance systems and architecting and building enterprise-scale, distributed systems on a large and complex IT systems.</p>	
Total Duration of all Projects cited to meet the MQ:	232 months

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Minimum Qualification ME-S22	A minimum of five (5) years of experience within the past ten (10) years of advanced technical expertise in at least five (5) of the following technologies and technical/architecture areas: <ul style="list-style-type: none">• Web and Application Servers• Cloud• Customer Relationship Management (CRM)• Customized Off-the-shelf Software (COTS)• Service Oriented Architecture (SOA)• Modeling skills/Unified Modeling Language (UML)• SharePoint, Data Architecture• Data Warehousing• Security/Identity Management• Mobile• Desktop/Client Server• Network solutions		
Project #1		Contact #1	
Company Name: Internal Revenue Service (IRS)		[REDACTED]	
Project Name: IRS Web Apps		Company Name: Internal Revenue Service (IRS)	
Time Period: 09/01/2020 – Present		[REDACTED]	
Percentage of Time: 20		[REDACTED]	
Staff Role: Chief Architect			
Description of relevant experience:			
<p>The scope of the IRS project includes modernizing the IRS's large and complex IT Web Apps. The IRS is a large and complex US federal agency with fiscal responsibilities for money management and collections along with legislatively mandated enforcement of tax law, providing citizen access to their own tax accounts. The IRS Web Apps system integrates 5 applications, and with 10 COTS solutions. The system interfaces with 12 external systems that includes 5 real-time systems that are accessed by over 2M users at multiple locations. The solution includes multi-tiered processing which includes a customer/user facing front end. The project has a contract value of over \$10M. The scope of the IRS project includes modernizing the IRS's large and complex IT Web Apps.</p> <p>As the Chief Architect, Lori led Cloud Engineering, Cloud Native Architecture, and DevSecOps modernization in cloud for IRS's complex IT Web Apps project. Lori led the project utilizing the following technologies and project areas: Web and Application servers, Cloud, COTS, SOA, SharePoint, Data Architecture, Data Warehousing, Security and Identity Management, and Network Solutions. Lori also led the project utilizing the following technical environments: Linux, Java, Oracle 12, COTS/Open-Source integration, Spring, React, JMS/ActiveMQ, Camel/Fuse, JBoss EAP 6.x, OpenShift, Jenkins, Maven, Docker, AWS, SonarQube.</p> <p>Lori worked with the application, infrastructure, and technical teams to provide an enterprise solution that is scalable, adaptable, and in sync with changing business needs and application evolution. She provides high-level guidance and direction on enterprise architecture</p>			

PART 2 – M&E ENTERPRISE ARCHITECT MINIMUM QUALIFICATIONS TABLE

planning. Lori is regularly involved in approving analysis and recommendations for a phased architecture and application evolution migration and oversees, reviews, and provides input to application architecture documents and standards. Lori is adept at aligning IT strategy and planning with business goals and by evaluating cloud application requirements and making architectural recommendations. This project involved architecting and building high performance systems and architecting and building enterprise-scale, distributed systems on a large and complex IT systems.

Project #2

Contact #2

Company Name: State of California

Contact Name: [REDACTED]

Project Name: California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)

Company Name: State of California

Time Period: 08/01/2020 – Present

Phone Number: [REDACTED]

Percentage of Time: 20

Email: [REDACTED]

Staff Role: Chief Architect

Description of relevant experience:

The scope of the CalHEERS project include managing California's large and complex eligibility system, CalHEERS. This Maintenance & Operations project provides enhancements, security, maintenance, subcontractor and product vendor management, helpdesk support, and ongoing operations of core applications. **Lori serves as the Chief Architect** for California's large and complex eligibility system, CalHEERS, **which integrates 10 applications, 2 COTS applications, interfaces with 140 external systems, including real-time applications.** This Maintenance & Operations project provides enhancements, security, maintenance, subcontractor and product vendor management, helpdesk support, and ongoing operations of core applications. Deloitte is tasked with the implementation of accelerated modernization programs, including the migration and optimization to an AWS Cloud environment, delivery model transformation (Agile/DevOps), and workforce transformation. This system is **accessed by more than one thousand users at multiple locations, includes multi-tiered processing, including a customer interface, with a contract value exceeding \$10M.** The team also implemented multiple system enhancements while simultaneously maintaining current operations, such as enabling and expanding the Special Enrollment Period for COVID-19-impacted individuals to apply for subsidized health coverage, allowing **more than 7.7M consumers** to apply for health coverage since May 2020.

As the **Chief Architect**, Lori was key in the **migration and modernization** of the State of California's highly complex CalHEERS system to the AWS Cloud prior to the technology refresh. The following **technologies/areas were used to support the CalHEERS project: Web and Application Servers, Cloud, COTS, SOA, SharePoint, Data Architecture, Data Warehousing, Security and Identity Management, Client Server, and Network Solutions.** Lori additionally led the project utilizing the following **technical environments:** Linux, Java, Oracle, Red Hat OpenShift, COTS/Open-Source integration, Spring, JMS/ActiveMQ, Camel/Fuse, JBoss, OpenShift, Jenkins, Maven, Docker, AWS, SonarQube Industry.

Lori worked with the application, infrastructure, and technical teams to provide an enterprise solution that is scalable, adaptable, and in sync with changing business needs and application evolution. She provides high-level guidance and direction on enterprise architecture planning. Lori is regularly involved in approving analysis and recommendations for a phased architecture and application evolution

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migration and oversees, reviews, and provides input to application architecture documents and standards. Lori is adept at aligning IT strategy and planning with business goals and by evaluating cloud application requirements and making architectural recommendations. This project involved architecting and building high performance systems and architecting and building enterprise-scale, distributed systems on a large and complex IT systems.

Project #3	Contact #3
Company Name: Washington Health Benefit Exchange (WA HBE)	Contact Name: [REDACTED]
Project Name: Washington Healthplanfinder	Company Name: Washington Health Benefit Exchange (WA HBE)
Time Period: 10/01/2018 – Present	Phone Number: [REDACTED]
Percentage of Time: 20 – 30	Email: [REDACTED]
Staff Role: Enterprise Architect	
Description of relevant experience:	
<p>The State of Washington Health Benefit Exchange (HBE) is the State's health insurance marketplace, dedicated to providing health and dental program services for APTC, QHP, CHIP, and Medicaid eligible Washingtonians. Deloitte has been the System Integrator (SI) for HBE since 2012, and the prime M&O contractor since October 2013, helping HBE operate and enhance its large and complex IT system platform, Healthplanfinder (HPF). Available on both the web and via a native mobile app, the HPF application is accessed by 1 in every 4 Washingtonians seeking to find, compare, and enroll in qualified health and dental insurance plans each year. As the System Integrator, Deloitte's responsibilities are to design, implement, and deliver system modifications / enhancements, and manage the end-to-end operations of the production system. Deloitte also runs the daily operations of the Exchange, of which a subset of activities includes, ticket triage and root cause analysis, defect, and data fixes, coordinating all system maintenance activities with hosting vendor, batch execution and monitoring, managing, and implementing the enterprise-wide patching plan, continuous system monitoring and threat detection, daily operational reporting, and data storage monitoring and mitigation. Washington Healthplanfinder integrates with 4 applications, 2 of which are COTS, interfaces with 6 external systems and all are real-time, is accessible to 1.8M users across multiple locations, which include Agents, Navigators, Customer Service Representatives, and residents of the State of Washington, and has a contract value exceeding \$10M. An n-tiered application, available on the web and through a native mobile application with screens that are responsive and accessible through mobile phones, PDAs, and tablets.</p> <p>As the Enterprise Architect, Lori acted as a cloud-native architecture subject matter expert for the large human services Health Benefits Exchange project for the State of Washington. Lori led the project utilizing the following technologies/areas were used to support the project: Web and Application Servers, Cloud, COTS, SOA, SharePoint, Data Architecture, Data Warehousing, Security, and Identity Management, Mobile, Client Server, and Network Solutions. Lori also utilized the following Technical Environments on the project: Linux, Java, Oracle 12, COTS/Open-Source integration, Spring, Informatica, JMS/ActiveMQ, Camel/Fuse, JBoss EAP 6.x, OpenShift, Jenkins, Maven, Docker, AWS, SonarQube.</p>	

PART 2 – M&E ENTERPRISE ARCHITECT MINIMUM QUALIFICATIONS TABLE

Lori worked with the application, infrastructure, and technical teams to provide an enterprise solution that is scalable, adaptable, and in sync with changing business needs and application evolution. She provides high-level guidance and direction on enterprise architecture planning. Lori is regularly involved in approving analysis and recommendations for a phased architecture and application evolution migration and oversees, reviews, and provides input to application architecture documents and standards. Lori is adept at aligning IT strategy and planning with business goals and by evaluating cloud application requirements and making architectural recommendations. This project involved architecting and building high performance systems and architecting and building enterprise-scale, distributed systems on a large and complex IT systems.

Project #4

Company Name: Internal Revenue Service (IRS)

Project Name: Information Returns Processing

Time Period: 09/01/2014 – Present

Percentage of Time: 20 – 65

Contact #4

Company Name: Internal Revenue Service (IRS)

Staff Role: Enterprise Architect

Description of relevant experience:

The scope of the project included creating new software system development and modernizing mission critical processes focused on income reporting for IRS. The IRS is a large US federal agency in FSI. This client has fiscal responsibilities for money management and collection along with legislatively mandated enforcement of tax law, processing 3.5 billion information documents for more than 200 million taxpayers. The IRS Information Returns system is a large IT system that integrates **32 applications, including 5 COTS applications, 8 external systems, and 3 real-time integrations. This multi-tiered processing, customer/user facing front end system impacts more than 2,000 users in 7 locations.** The project had a **contract value exceeding \$10M.**

As the Enterprise Architect, Lori was responsible for **utilizing the following technologies/areas to support the project: Web and Application Servers, Cloud, COTS, SOA, SharePoint, Data Architecture, Data Warehousing, Security and Identity Management, Modeling skills/UML, Client Server, and Network Solutions.** Lori utilized the following Technical Environments on the project: Linux, Java, Oracle 11g, COTS/Open-Source integration, Spring, Informatica, JMS/ActiveMQ, Camel, JBoss EAP 6.x, Rational Jazz, Jenkins, Maven, Docker, AWS, SonarQube.

Lori worked with the application, infrastructure, and technical teams to provide an enterprise solution that is scalable, adaptable, and in sync with changing business needs and application evolution. She provides high-level guidance and direction on enterprise architecture planning. Lori is regularly involved in approving analysis and recommendations for a phased architecture and application evolution migration and oversees, reviews, and provides input to application architecture documents and standards. Lori is adept at aligning IT strategy and planning with business goals and by evaluating cloud application requirements and making architectural recommendations. This project involved architecting and building high performance systems and architecting and building enterprise-scale, distributed systems on a large and complex IT systems.

PART 2 – M&E ENTERPRISE ARCHITECT MINIMUM QUALIFICATIONS TABLE	
Project #5	Contact #5
Company Name: U.S. Department of Education Office of Federal Student Aid (FSA)	
Project Name: Transformation Support Services	Company Name: U.S. Department of Education Office of Federal Student Aid (FSA)
Time Period: 03/01/2020 – 06/30/2022	
Percentage of Time: 20	
Staff Role: Enterprise Architect	
Description of relevant experience:	
<p>The scope of the Migrant Student Information Exchange Program project includes building cloud technology that allows States to share educational and health information on migrant children who travel from State to State. The Federal Student Aid office is a large US federal agency in the Dept. of Education. This client has fiscal responsibilities for administering financial assistance to needy students of higher education. The project integrates 32 applications, including more than 10 COTS applications, and interfaces with more than 6 external systems including 3 real-time. The solution includes multi-tiered processing with a customer/user facing front end which impacted more than ten million users in multiple locations. The project had a contract value exceeding \$10M.</p> <p>As the Enterprise Architect, Lori provided cloud strategy and application architecture services for the U.S. Department of Education Office of FSA's large IT system. The following technologies/areas were used to support the project: Web and Application Servers, Cloud, COTS, SOA, Data Architecture, Data Warehousing, Security and Identity Management, Client Server, and Network Solutions. Lori also utilized the following Technical Environments: Linux, Java, Oracle 12, COTS/Open-Source integration, Spring, Informatica, JMS/ActiveMQ, Camel/Fuse, JBoss EAP 6.x, OpenShift, Jenkins, Maven, Docker, AWS, SonarQube.</p> <p>Lori worked with the application, infrastructure, and technical teams to provide an enterprise solution that is scalable, adaptable, and in sync with changing business needs and application evolution. She provides high-level guidance and direction on enterprise architecture planning. Lori is regularly involved in approving analysis and recommendations for a phased architecture and application evolution migration and oversees, reviews, and provides input to application architecture documents and standards. Lori is adept at aligning IT strategy and planning with business goals and by evaluating cloud application requirements and making architectural recommendations. This project involved architecting and building high performance systems and architecting and building enterprise-scale, distributed systems on a large and complex IT systems.</p>	
Total Duration of all Projects cited to meet the MQ:	232 months

PART 2 – M&E ENTERPRISE ARCHITECT MINIMUM QUALIFICATIONS TABLE				
Minimum Qualification ME-S23	Hold and maintain for the duration of the contract a current certification: AWS Certified Solutions Architect.			
Certification / Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link; if not available, attach a copy to the offer
AWS Certified Solutions Architect	NTMFTGBHBEE17CG	06/05/2021	06/05/2024	https://aws.amazon.com/verification

1.7 M&E Technical Manager, Jerald “Jerry” Nielson

M&E TECHNICAL MANAGER					
PART 1 – RÉSUMÉ					
Contractor	Deloitte Consulting LLP				
Candidate Name	Jerald Nielson				
Position in the Company	Senior Manager	Length of Time in Position	3 years, 4 months Overall time at company (3 years, 4 months)		
Project Position & Responsibilities	<p>As the M&E Technical Manager, Jerald performs technical planning activities to define, develop, explain, and iterate a technical vision for the CalSAWS. He works closely with the Innovations Lead, the Enterprise Architect, and the Application Manager in overseeing all technical aspects of the M&E Project. Responsibilities include: managing the day-to-day activities of the contractor technical staff; leading the technical disciplines of the project; establish, update, and execute technical policies, processes, and procedures; leading technical activities including support of Web Services, automated testing, APIs, application architecture platforms, application servers, AWS services, and database systems; evaluating CalSAWS performance, evaluate AWS Services, and formulate recommendations to adopt native cloud services and features; working with integration partners to develop and coordinate interface activities; coordinating with the Innovations Lead and Enterprise Architect to assess the impacts of innovation proposals and application evolution efforts and plan incremental implementation; confirming that all technical design, development, and testing activities comply with Agreement and CalSAWS requirements; working with the Consortium and Application Manager to prioritize and coordinate release content and effort based on the SCR backlog, service requests, planned technical changes, third-party applications, and/or other CalSAWS components; working with the Infrastructure Operations Service Desk Lead and manage Tier 3 support for technical tickets in Non-production and Production environments; managing meetings or walkthroughs of CalSAWS contractor technical deliverables as requested by the Consortium; identifying and proactively bring forward options that will provide the highest value to the Consortium.</p>				
Skills & Qualifications for Project Position	Jerald exceeds skills, qualifications, and requirements for the project position with more than 9 years and 10 months of experience within the past 10 years. In addition, Jerald has more than 15 years of experience in Health and Human Services and working in California with Counties.				
Relevant Experience (Add additional tables as needed)					
Project Title	California Statewide Automated Welfare System (CalSAWS) – BenefitsCal				
Position Title	Application Development Manager				
Begin Date	08/15/2020	End Date	Present	# of Months	28
Scope and Description of Responsibility	Jerald led multiple teams on this complex health and human services technology project. He was responsible for the technical performance of the implemented solution. Throughout the maintenance phase, Jerald led the team's ongoing assessments of the technical architecture, monitoring transaction operating metrics.				

M&E TECHNICAL MANAGER					
Skills Utilized and Experience Attained	Jerald managed application development and testing for the customer-facing self-service portal, a cloud-native application on AWS Cloud. He also led the team's efforts to improve the human-centered design of the system. Jerald also gained experience working in California, with California Executives, Counties, and Stakeholders in Human Services.				
Project Title	Department of Consumer Affairs -Bureau of Automotive Repair (DCA-BAR) – California Vehicle Inspection (Cal-VIS) System				
Position Title	IT Operations Manager				
Begin Date	06/15/2019	End Date	08/14/2020	# of Months	14
Scope and Description of Responsibility	As the IT Operations Manager, Jerald supported the DCA-BAR in a wide range of consumer protection services, including the registry and regulation of 36,000 California automotive repair dealers. Jerald's primary responsibility was to manage the application development, quality assurance, DBA, security, and network operations in support of the ongoing maintenance and operations for the Cal-VIS Program.				
Skills Utilized and Experience Attained	Jeric utilized skills including managing the day-to-day activities of technical staff, leading the technical disciplines of the project, and leading technical activities. Jerald gained experience working in California, with California Executives, Counties, and Stakeholders.				
Project Title	California Department of Conservation - Well Statewide Tracking and Reporting (WellSTAR)				
Position Title	IT Operations Manager				
Begin Date	01/15/2017	End Date	06/14/2019	# of Months	29
Scope and Description of Responsibility	Jerald held a key leadership role as the IT Operations Manager. He was responsible for coordinating the Technical Architecture, Data Management, and Application Development teams and managing all aspects of the Technical Architecture and Environment teams.				
Skills Utilized and Experience Attained	Jerald utilized his skills to maintain continuity of all technical environments. He attained experienced managing the M&E of the application in production, including system change requests and coordination of new releases. He also monitored system performance and reported issues to development, operations, and testing teams, trained and acted as a liaison with the state-managed service support desk, applied project management and ITIL methodologies to lead the technical team through requirements analysis, design, development, and testing phases for architecture and environment. Jerald also gained experience working in California, with California Executives, Counties, and Stakeholders.				
Project Title	Los Angeles County Department of Public Social Services (DPSS) – Los Angeles Eligibility Automated Determination Evaluation and Reporting (LEADER) Replacement System (LRS)				
Position Title	Technology Delivery Manager				
Begin Date	04/01/2013	End Date	01/06/2017	# of Months	45

M&E TECHNICAL MANAGER					
Scope and Description of Responsibility	As the Technology Delivery Manager, Jerald led multiple teams – over 80 staff at peak – on this complex health and human services technology project. In his role, he managed the requirements validation, design, development, and testing of the batch, interfaces, forms, fiscal, reports, and data warehouse functional areas of the LRS.				
Skills Utilized and Experience Attained	Jerald utilized his skills to lead the team's ongoing assessments of the technical architecture. He also attained experience establishing and monitoring transaction operating metrics throughout the maintenance phase, determining the appropriate technology to support the functional, batch, and interface transaction processing requirements and designs, and leading technical reviews of the system for compliance with industry standards, federal requirements, and best practices. Jerald also gained experience working in California, with California Executives, Counties, and Stakeholders in Human Services.				
Project Title	Consortium-IV (C-IV) - Interim Statewide Automated Welfare System (ISAWS) Migration				
Position Title	Application Development Manager				
Begin Date	07/01/2002	End Date	08/26/2011	# of Months	109
Scope and Description of Responsibility	Jerald led multiple teams on this complex health and human services technology project. He was responsible for the technical performance of the implemented solution. Throughout the maintenance phase, Jerald led the team's ongoing assessments of the technical architecture, monitoring transaction operating metrics.				
Skills Utilized and Experience Attained	Jerald utilized his skills to maintain the designs' scalability, performance, and security from design through maintenance. Jeric attained experience with leading design, development, rollout, and maintenance of thousands of batch jobs and hundreds of interfaces. Jerald also gained experience working in California, with California Executives, Counties, and Stakeholders in Human Services.				
Education (add rows as needed)					
Years	Course of Study	School			
06/1992	B.A. in International Relations – World Trade	University of California at Davis			
Professional Certifications or Designations (add rows as needed)					
Certification or Designation		Organization		Dates	
Project Management Professional		Project Management Institute		01/2006	
Certified Scrum Master		Scrum Alliance		05/2019	
ITIL Foundation Certification in IT Service Management		AXELOS Global Best Practice		05/2019	

PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification ME-S24	A minimum of five (5) years of experience within the past ten (10) years, managing a technical team of at least 20 members on a large and complex IT systems development Project.
Project #1	Contact #1
Company Name: California Statewide Automated Welfare System (CalSAWS)	Contact Name: [REDACTED]
Project Name: BenefitsCal	Company Name: California Statewide Automated Welfare System (CalSAWS)
Time Period: 08/15/2020 – Present	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Application Development Manager	
<p>Description of relevant experience:</p> <p>Jerald serves as the Application Development Manager on BenefitsCal, a large and complex IT systems development project. The State of California is working to unify three different Consortium applications into one integrated eligibility system to determine financial eligibility for Health and Human Service programs, including Medicaid, CalFresh, and CalWORKs, for over 4 million Californians. BenefitsCal is a portal where Californians can get and manage benefits online. BenefitsCal is a system that integrates with at least two applications, two of which is a COTS. It is a solution which interfaces with at least seven external systems, all of which are in real-time. The solution is used by more than 1,000 users at multiple locations, including a customer facing front-end optimized for multiple user interface platforms. The project contract value of more than \$10 million.</p> <p>As the Application Development Manager, Jerald leads the BenefitsCal project in enhancing a statewide customer-facing self-service portal with an emphasis on human-centered design by establishing, updating, and executing technical policies, processes, and procedures – with an eye towards identifying and proactively bringing forward options that provide the highest value to the Consortium. Jerald manages a technical team of more than 20 members on this large and complex IT system development project. The team consists of both onshore and offshore development, test, and DevOps teams that were able to develop and coordinate interface activities and deliver monthly releases. In this capacity, Jerald manages the day-to-day activities of the technical staff, which includes leading the technical disciplines of the project such as establishing, updating, and executing technical policies, processes, and procedures. Jerald also leads technical activities including support of Web Services, automated testing, APIs, application architecture platforms, application servers, services, and database systems. He regularly coordinates across technical, application, and infrastructure teams to confirm that technical design, development, and testing activities are in alignment and proactively being managed with client and stakeholders.</p>	

PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE	
Project #2	Contact #2
Company Name: Department of Consumer Affairs -Bureau of Automotive Repair (DCA-BAR)	Contact Name: [REDACTED]
Project Name: California Vehicle Inspection (Cal-VIS) System	Company Name: Department of Consumer Affairs -Bureau of Automotive Repair (DCA-BAR)
Time Period: 06/15/2019 – 08/14/2020	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: IT Operations Manager	
Description of relevant experience:	
<p>Jerald served as IT Operations Manager for the Department of Consumer Affairs -Bureau of Automotive Repair's (DCA-BAR) California Vehicle Inspection (Cal-VIS) System Project, a large and complex IT maintenance and operations program which integrates with more than 6 applications, more than one of which is a COTS product, interfaces with 9 external systems, including at least 1 real-time application, allowing 10,000 end users in multiple locations to access the service through a front end multi-tiered processing portal. This project exceeds \$10M in contract value.</p> <p>Jerald served as the IT Operations Manager on the Cal-VIS Program, a large and complex IT maintenance and operations program for the Department of Consumer Affairs -Bureau of Automotive Repair (DCA- BAR). Jerald's primary responsibility was to manage a technical team of more than 20 members on this large and complex IT system development project. He also managed application development, quality assurance, DBA, security, and network operations in support of the ongoing maintenance and operations for the Cal-VIS Program. Jerald supported the DCA-BAR in a wide range of consumer protection services, including the registry and regulation of 36,000 California automotive repair dealers. His leadership in the Cal-VIS Program supported the DCA-BAR's efforts to mediate automotive repair complaints, saving California consumers millions of dollars each year in the form of direct refunds, rework, and bill adjustments, and helps to keep California's air clean by reducing air pollution produced by motor vehicles. Jerald manages the day-to-day activities of the technical staff, which includes leading the technical disciplines of the project such as establishing, updating, and executing technical policies, processes, and procedures. Jerald also leads technical activities including support of Web Services, automated testing, APIs, application architecture platforms, application servers, services, and database systems. He regularly coordinates across technical, application, and infrastructure teams to confirm that technical design, development, and testing activities are in alignment and proactively being managed with client and stakeholders.</p>	
Project #3	Contact #3
Company Name: California Department of Conservation	Contact Name: [REDACTED]
Project Name: Well Statewide Tracking and Reporting (WellSTAR)	Company Name: California Department of Conservation
Time Period: 01/15/2017 – 06/14/2019	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: IT Operations Manager	

PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE

Description of relevant experience:

Jerald served as the IT Operations Manager for the WellSTAR project which integrates with more than six applications, more than one COTS product, and interfaces with more than six external systems, at least 1 in real-time, and has 3,500 end users accessing from multiple locations in a multi-tiered processing end user front end. **The contract value exceeds \$10M.**

Jerald served as the IT Operations Manager on the WellSTAR project, a statewide system integration and legacy modernization effort for the California Department of Conservation involving deep .NET / Microsoft technology capabilities. The .NET solution for the new well management system supports **tracking and reporting on over 50,000 wells across California**, allows for flexibility as business and technology needs evolve, and increases productivity and efficiency by eliminating many manual procedures, improve customer service (including self-service), and improve the efficiency and accuracy of reporting for the community and regulatory agency needs.

As the systems integration lead and IT operations Manager, Jerald held a key leadership role on the WellSTAR project, responsible for **managing a technical team of more than 20 members on this large and complex IT system development project. This includes management of the Technical Architecture, Data Management, and Application Development teams.** The team was responsible for the application development, security, conversion, data management, infrastructure, configuration management, release management, change management, testing, organizational change management, implementation, and maintenance and operations efforts for this three-year, multiple release project. Jerald managed all aspects of the Technical Architecture and Environment teams, including technical architecture development, configuration management, release management and deployments, and infrastructure and environment set up. He worked with state, county, and vendor staff like the California Department of Technology (CDT) data center ("CalCloud") to manage the pre-deployment readiness efforts as well as all release deployment activities. Because of his extensive technical expertise, Jerald was also responsible for providing the IT security services for the WellSTAR project, a **complex architecture involving multiple databases (6 major releases and 20 minor releases), interfaces and network components.** The team uses industry recognized security frameworks compatible with the requirements of the CDT including **NIST 800** and coordinates closely with the OnTech CalCloud staff. Jerald manages the day-to-day activities of the technical staff, which includes leading the technical disciplines of the project such as establishing, updating, and executing technical policies, processes, and procedures. Jerald also leads technical activities including support of Web Services, automated testing, APIs, application architecture platforms, application servers, services, and database systems. He regularly coordinates across technical, application, and infrastructure teams to confirm that technical design, development, and testing activities are in alignment and proactively being managed with client and stakeholders.

Project #4	Contact #4
Company Name: Los Angeles County Department of Public Social Services (DPSS)	Contact Name: [REDACTED]
Project Name: Los Angeles Eligibility Automated Determination Evaluation and Reporting (LEADER) Replacement System (LRS)	Company Name: Los Angeles County Department of Public Social Services (DPSS)
Time Period: 04/01/2013 – 01/06/2017	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Technology Delivery Manager	

PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE

Description of relevant experience:

Jerald served as Technology Delivery Manager for Los Angeles County Department of Public Social Services' (DPSS) LEADER Replacement System (LRS) project, **which integrates more than six applications, more than one COTS products, interfaces with 64 external systems, including 12 real-time applications, allowing more than 17,000 end users across multiple locations to access service. The contract value exceeds \$10M.**

Jerald served as the Technology Delivery Manager on the Los Angeles Eligibility Automated Determination Evaluation and Reporting (LEADER) Replacement System (LRS) project, a web-based application – written in Java and deployed within the J2EE distributed computing platform utilizing the Spring Framework – used to determine eligibility for, and manage distribution of, public assistance services for **more than 4.56 million individuals in Los Angeles County**. LRS supports **more than 22,000 users and replaced 17 legacy systems** when it rolled out in 2016. The LRS system was created by the Los Angeles County DPSS in collaboration with the Federal Department of Children and Family Services (DCFS).

As Technology Delivery Manager, Jerald managed the requirements validation, design, development, and testing of the batch, interfaces, forms, fiscal, reports, and data warehouse functional areas of the LRS. Jerald led multiple teams, **over 80 staff at peak, on this complex health and human services technology project** through development, multiple releases, and maintenance. As a certified PMP, Jerald brought leadership best practices to budgeting, scheduling, release, resource, scope, change, and stakeholder management.

On the LRS project Jerald was responsible for the technical performance of the implemented solution. Jerald led the team's initial assessment of architecture and database solutions to determine the appropriate technology to support the functional, batch, and interface transaction processing requirements and designs. Jerald also led the team's evaluation of scalability, performance, and security draft designs and led the team's technical reviews of the presentation layer for the core system and the citizen self-service portal (Your Benefits Now (YBN)) for compliance with industry standards, federal requirements, and best practices. Throughout the maintenance phase, Jerald led the team's ongoing assessments of the technical architecture, establishing and monitoring transaction operating metrics. Jerald manages the day-to-day activities of the technical staff, which includes leading the technical disciplines of the project such as establishing, updating, and executing technical policies, processes, and procedures. Jerald also leads technical activities including support of Web Services, automated testing, APIs, application architecture platforms, application servers, services, and database systems. He regularly coordinates across technical, application, and infrastructure teams to confirm that technical design, development, and testing activities are in alignment and proactively being managed with client and stakeholders.

Total Duration of all Projects cited to meet the MQ:

116 months

PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification ME-S25	A minimum of five (5) years of experience within the past ten (10) years, managing the SDLC on maintenance and enhancement Projects that involved large and complex IT systems.
Project #1	Contact #1
Company Name: California Statewide Automated Welfare System (CalSAWS)	Contact Name: [REDACTED]
Project Name: BenefitsCal	Company Name: California Statewide Automated Welfare System (CalSAWS)
Time Period: 08/15/2020 – Present	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Application Development Manager	
<p>Description of relevant experience:</p> <p>Jerald serves as the Application Development Manager on BenefitsCal, a large and complex IT systems development project. The State of California is working to unify three different Consortium applications into one integrated eligibility system to determine financial eligibility for Health and Human Service programs, including Medicaid, CalFresh, and CalWORKs, for over 4 million Californians. BenefitsCal is a portal where Californians can get and manage benefits online. BenefitsCal is a system that integrates with at least two applications, two of which is a COTS. It is a solution which interfaces with at least seven external systems, all of which are in real-time. The solution is used by more than 1,000 users at multiple locations, including a customer facing front-end optimized for multiple user interface platforms. The project contract value of more than \$10 million.</p> <p>As the Application Development Manager, Jerald leads the BenefitsCal project across the System Development Life Cycle (SDLC) in enhancing a statewide customer-facing self-service portal with an emphasis on human-centered design by establishing, updating, and executing technical policies, processes, and procedures – with an eye towards identifying and proactively bringing forward options that provide the highest value to the Consortium. Jerald manages both onshore and offshore development, test, and DevOps teams that were able to develop and coordinate interface activities and deliver monthly releases throughout the entirety of the technical design, development, and testing activities of the systems development life cycle in compliance with the original agreement and CalSAWS requirements. Jerald manages the day-to-day activities of the technical staff, which includes leading the technical disciplines of the project such as establishing, updating, and executing technical policies, processes, and procedures. Jerald also leads technical activities including support of Web Services, automated testing, APIs, application architecture platforms, application servers, services, and database systems. He regularly coordinates across technical, application, and infrastructure teams to confirm that technical design, development, and testing activities are in alignment and proactively being managed with client and stakeholders.</p>	

PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE	
Project #2	Contact #2
Company Name: Department of Consumer Affairs -Bureau of Automotive Repair (DCA-BAR)	Contact Name: [REDACTED]
Project Name: California Vehicle Inspection (Cal-VIS) System	Company Name: Department of Consumer Affairs -Bureau of Automotive Repair (DCA-BAR)
Time Period: 06/15/2019 – 08/14/2020	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: IT Operations Manager	
Description of relevant experience:	
<p>Jerald served as IT Operations Manager for the Department of Consumer Affairs -Bureau of Automotive Repair's (DCA-BAR) California Vehicle Inspection (Cal-VIS) System Project, a large and complex IT maintenance and operations program which integrates with more than 6 applications, more than one of which is a COTS product, interfaces with 9 external systems, including at least 1 real-time application, allowing 10,000 end users in multiple locations to access the service through a front end multi-tiered processing portal. This project exceeds \$10M in contract value.</p> <p>Jerald served as the IT Operations Manager on the Cal-VIS Program, a large and complex IT maintenance and operations program for the Department of Consumer Affairs -Bureau of Automotive Repair (DCA- BAR). Jerald's primary responsibility is to manage the project across the System Development Life Cycle (SDLC) in the application development, quality assurance, DBA, security, and network operations in support of the ongoing maintenance and operations for the Cal-VIS Program. Jerald supported the DCA-BAR in a wide range of consumer protection services, including the registry and regulation of 36,000 California automotive repair dealers. His leadership in the Cal-VIS Program supported the DCA-BAR's efforts to mediate automotive repair complaints, saving California consumers millions of dollars each year in the form of direct refunds, rework, and bill adjustments, and helps to keep California's air clean by reducing air pollution produced by motor vehicles. Jerald manages the day-to-day activities of the technical staff, which includes leading the technical disciplines of the project such as establishing, updating, and executing technical policies, processes, and procedures. Jerald also leads technical activities including support of Web Services, automated testing, APIs, application architecture platforms, application servers, services, and database systems. He regularly coordinates across technical, application, and infrastructure teams to confirm that technical design, development, and testing activities are in alignment and proactively being managed with client and stakeholders.</p>	
Project #3	Contact #3
Company Name: California Department of Conservation	Contact Name: [REDACTED]
Project Name: Well Statewide Tracking and Reporting (WellSTAR)	Company Name: California Department of Conservation
Time Period: 01/15/2017 – 06/14/2019	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: IT Operations Manager	

PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE

Description of relevant experience:

Jerald served as the **IT Operations Manager** for the WellSTAR project which integrates with more than six applications, more than one COTS product, and interfaces with **more than six external systems, at least 1 in real-time, and has 3,500 end users accessing from multiple locations in a multi-tiered processing end user front end. The contract value exceeds \$10M.**

Jerald served as the IT Operations Manager on the WellSTAR project, a statewide system integration and legacy modernization effort for the California Department of Conservation involving deep .NET / Microsoft technology capabilities. The .NET solution for the new well management system supports **tracking and reporting on over 50,000 wells across California**, allows for flexibility as business and technology needs evolve, and increases productivity and efficiency by eliminating many manual procedures, improve customer service (including self-service), and improve the efficiency and accuracy of reporting for the community and regulatory agency needs.

As the systems integration subcontractor, Jerald held a key leadership role on the WellSTAR project, responsible for leading on the **project across the System Development Life Cycle (SDLC) in coordination of the Technical Architecture, Data Management, and Application Development teams**. The team was responsible for the application development, security, conversion, data management, infrastructure, configuration management, release management, change management, testing, organizational change management, implementation, and maintenance and operations efforts for this three-year, multiple release project. Jerald managed all aspects of the Technical Architecture and Environment teams, including technical architecture development, configuration management, release management and deployments, and infrastructure and environment set up. He worked with state, county, and vendor staff like the California Department of Technology (CDT) data center ("CalCloud") to manage the pre-deployment readiness efforts as well as all release deployment activities. Because of his extensive technical expertise, Jerald was also responsible for providing the IT security services for the WellSTAR project, a **complex architecture involving multiple databases (6 major releases and 20 minor releases), interfaces and network components**. The team uses industry recognized security frameworks compatible with the requirements of the CDT including **NIST 800** and coordinates closely with the OnTech CalCloud staff. Jerald manages the day-to-day activities of the technical staff, which includes leading the technical disciplines of the project such as establishing, updating, and executing technical policies, processes, and procedures. Jerald also leads technical activities including support of Web Services, automated testing, APIs, application architecture platforms, application servers, services, and database systems. He regularly coordinates across technical, application, and infrastructure teams to confirm that technical design, development, and testing activities are in alignment and proactively being managed with client and stakeholders.

Project #4	Contact #4
Company Name: Los Angeles County Department of Public Social Services (DPSS)	Contact Name: [REDACTED]
Project Name: Los Angeles Eligibility Automated Determination Evaluation and Reporting (LEADER) Replacement System (LRS)	Company Name: Los Angeles County Department of Public Social Services (DPSS)
Time Period: 04/01/2013 – 01/06/2017	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Technology Delivery Manager	

PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE

Description of relevant experience:

Jerald served as **Technology Delivery Manager for Los Angeles County Department of Public Social Services' (DPSS) LEADER Replacement System (LRS) project**, which integrates more than six applications, more than one COTS products, interfaces with 64 external systems, including **12 real-time applications, allowing more than 17,000 end users across multiple locations to access service. The contract value exceeds \$10M. This also includes multi-tiered processing.**

As the Technology Delivery Manager, Jerald managed the **project across the System Development Life Cycle (SDLC) including** requirements validation, design, development, and testing of the batch, interfaces, forms, fiscal, reports, and data warehouse functional areas of LRS. LRS is a web-based application used to determine eligibility for and manage the distribution of public assistance services for more than 4.56 million individuals. LRS supports more than 22,000 users and replaced 17 legacy systems. Jerald led multiple teams, over 80 staff at peak, on this complex health and human services technology project through development, multiple releases (6 major releases and 20 minor releases), and maintenance. As a certified PMP, he brought leadership leading practices to budgeting, scheduling, release, resource, scope, change, and stakeholder management.

The LRS solution is a web-based application written in Java and deployed within the J2EE distributed computing platform utilizing the Spring Framework. He was responsible for the technical performance of the implemented solution. Jerald led the team's initial architecture and database solutions assessment to determine the appropriate technology to support the functional, batch, and interface transaction processing requirements and designs. He also led the team's assessment of scalability, performance, and security draft designs. He also led the team's technical reviews of the presentation layer for the core system and the self-service portal (Your Benefits Now [YBN]) for compliance with industry standards, federal requirements, and best practices. Throughout the maintenance phase, Jerald led the team's ongoing assessments of the technical architecture, establishing and monitoring transaction operating metrics. Jerald manages the day-to-day activities of the technical staff, which includes leading the technical disciplines of the project such as establishing, updating, and executing technical policies, processes, and procedures. Jerald also leads technical activities including support of Web Services, automated testing, APIs, application architecture platforms, application servers, services, and database systems. He regularly coordinates across technical, application, and infrastructure teams to confirm that technical design, development, and testing activities are in alignment and proactively being managed with client and stakeholders.

Total Duration of all Projects cited to meet the MQ:		116 months
Minimum Qualification ME-S26	A minimum of five (5) years of experience within the past ten (10) years in the development, implementation, and management of information technology systems, including Oracle technologies, cloud architectures, business systems, server technologies, and communication technologies.	
Project #1		Contact #1
Company Name: California Statewide Automated Welfare System (CalSAWS)		Contact Name: [REDACTED]
Project Name: BenefitsCal		Company Name: California Statewide Automated Welfare System (CalSAWS)
Time Period: 08/15/2020 – Present		Phone Number: [REDACTED]

PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE	
Percentage of Time: 100	
Staff Role: <i>Application Development Manager</i>	
Description of relevant experience:	
<p>Jerald serves as the Application Development Manager on BenefitsCal, a large and complex IT systems development project. The State of California is working to unify three different Consortium applications into one integrated eligibility system to determine financial eligibility for Health and Human Service programs, including Medicaid, CalFresh, and CalWORKs, for over 4 million Californians. BenefitsCal is a portal where Californians can get and manage benefits online. BenefitsCal is a system that integrates with at least two applications, two of which is a COTS. It is a solution which interfaces with at least seven external systems, all of which are in real-time. The solution is used by more than 1,000 users at multiple locations, including a customer facing front-end optimized for multiple user interface platforms. The project contract value of more than \$10 million.</p> <p>As the Application Development Manager, Jerald supports the BenefitsCal project in enhancing a statewide customer-facing self-service portal with an emphasis on human-centered design by establishing, updating, and executing technical policies, processes, and procedures utilizing cloud architectures, business systems, server technologies, and communication technologies. Jerald manages both onshore and offshore development, test, and DevOps teams that were able to develop and coordinate interface activities and deliver monthly releases. Jerald's scope of work included the development, implementation, and management of information technology systems, including cloud technologies, cloud architectures, business systems, server technologies, and communication technologies.</p>	
Project #2	Contact #2
Company Name: <i>Department of Consumer Affairs -Bureau of Automotive Repair (DCA-BAR)</i>	Contact Name: [REDACTED]
Project Name: <i>California Vehicle Inspection (Cal-VIS) System</i>	Company Name: <i>Department of Consumer Affairs -Bureau of Automotive Repair (DCA-BAR)</i>
Time Period: <i>06/15/2019 – 08/14/2020</i>	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: <i>IT Operations Manager</i>	
Description of relevant experience:	
<p>Jerald served as IT Operations Manager for the Department of Consumer Affairs -Bureau of Automotive Repair's (DCA-BAR) California Vehicle Inspection (Cal-VIS) System Project, a large and complex IT maintenance and operations program which integrates with more than 6 applications, more than one of which is a COTS product, interfaces with 9 external systems, including at least 1 real-time application, allowing 10,000 end users in multiple locations to access the service through a front end multi-tiered processing portal. This project exceeds \$10M in contract value.</p> <p>As the IT Operations manager, Jerald supported the DCA-BAR in a wide range of consumer protection services, including the registry and regulation of 36,000 California automotive repair dealers. He managed technical activities, including support of web services,</p>	

PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE	
<p>automated testing, APIs, application architecture platforms, application servers, AWS Services and database systems and ensured that all technical design, development, and testing activities complied with client expectations. He used cloud architectures, business systems, server technologies, and communication technologies. Jerald's primary responsibility was managing the Application Development, Quality Assurance, DBA, Security, and Network Operations in support of the ongoing maintenance and operations for the Cal-VIS Program. Jerald's scope of work included the development, implementation, and management of information technology systems, including cloud technologies, cloud architectures, business systems, server technologies, and communication technologies.</p>	
Project #3	Contact #3
<i>Company Name: California Department of Conservation</i>	<i>Contact Name:</i> [REDACTED]
<i>Project Name: Well Statewide Tracking and Reporting (WellSTAR)</i>	<i>Company Name: California Department of Conservation</i>
<i>Time Period: 01/15/2017 – 06/14/2019</i>	<i>Phone Number:</i> [REDACTED]
<i>Percentage of Time: 100</i>	<i>Email:</i> [REDACTED]
<p><i>Staff Role: IT Operations Manager</i></p> <p><i>Description of relevant experience:</i></p> <p>Jerald served as the IT Operations Manager for the WellSTAR project which integrates with more than six applications, more than one COTS product, and interfaces with more than six external systems, at least 1 in real-time, and has 3,500 end users accessing from multiple locations in a multi-tiered processing end user front end. The contract value exceeds \$10M.</p> <p>As the IT Operations Manager, Jerald managed all aspects of the Technical Architecture and Environment teams, including technical architecture development, application development, security, data management, infrastructure configuration management, and release management and deployments. He worked and coordinated with state, county, and vendor staff to manage the pre-deployment readiness efforts and all release deployment activities. Because of his extensive technical expertise, Jerald was also responsible for providing the IT security services for the WellSTAR project, a complex architecture involving one production database with hundreds of tables, interfaces, and network components. He led coordination with the California Department of Technology (CDT) data center (CalCloud) to host the new WellSTAR application and validate that the IT security services were aligned with industry-recognized security frameworks compatible with the requirements of CDT, including NIST 800. Jerald's scope of work included the development, implementation, and management of information technology systems, including cloud technologies, cloud architectures, business systems, server technologies, and communication technologies.</p>	

PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE	
Project #4	Contact #4
Company Name: Los Angeles County Department of Public Social Services (DPSS)	Contact Name: [REDACTED]
Project Name: Los Angeles Eligibility Automated Determination Evaluation and Reporting (LEADER) Replacement System (LRS)	Company Name: Los Angeles County Department of Public Social Services (DPSS)
Time Period: 04/01/2013 – 01/06/2017	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Technology Delivery Manager	
Description of relevant experience:	
<p>Jerald served as Technology Delivery Manager for Los Angeles County Department of Public Social Services' (DPSS) LEADER Replacement System (LRS) project, which integrates more than six applications, more than one COTS products, interfaces with 64 external systems, including 12 real-time applications, allowing more than 17,000 end users across multiple locations to access service. The contract value exceeds \$10M. This also includes multi-tiered processing.</p> <p>As Technology Delivery Manager, Jerald managed the requirements validation, design, development, and testing of the batch, interfaces, forms, fiscal, reports, and data warehouse functional areas of the LRS. Jerald led multiple teams—over 80 staff at peak—on this complex health and human services technology project through development, multiple releases, and maintenance. As a certified PMP, Jerald brought leadership best practices to budgeting, scheduling, release, resource, scope, change, and stakeholder management.</p> <p>Through this experience, Jerald further developed his application and cloud development competencies as the LRS is a web-based application written in Java and deployed within the J2EE distributed computing platform utilizing the Spring Framework. Jerald was responsible for the technical performance of the implemented solution. Jerald led the team's initial architecture and database solutions assessment to determine the appropriate technology to support the functional, batch, and interface transaction processing requirements and designs. Jerald led the team's assessment of scalability, performance, and security draft designs. He also led the team's technical reviews of the presentation layer for the core system and the self-service portal (YBN) for compliance with industry standards, federal requirements, and best practices. Throughout the maintenance phase, Jerald led the team's ongoing assessments of the technical architecture, establishing and monitoring transaction operating metrics. Jerald's scope of work included the development, implementation, and management of information technology systems, including cloud technologies, cloud architectures, business systems, server technologies, and communication technologies.</p>	
Total Duration of all Projects cited to meet the MQ:	116 months

PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification ME-S27	A minimum of one (1) year of experience within the past ten (10) years, on a large and complex IT System using Information Technology Infrastructure Library (ITIL) standards and framework.
Project #1	Contact #1
Company Name: California Statewide Automated Welfare System (CalSAWS)	Contact Name: [REDACTED]
Project Name: BenefitsCal	Company Name: California Statewide Automated Welfare System (CalSAWS)
Time Period: 08/15/2020 – Present	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Application Development Manager	
Description of relevant experience:	
<p>Jerald serves as the Application Development Manager on BenefitsCal, a large and complex IT systems development project. The State of California is working to unify three different Consortium applications into one integrated eligibility system to determine financial eligibility for Health and Human Service programs, including Medicaid, CalFresh, and CalWORKs, for over 4 million Californians. BenefitsCal is a portal where Californians can get and manage benefits online. BenefitsCal is a system that integrates with at least two applications, two of which is a COTS. It is a solution which interfaces with at least seven external systems, all of which are in real-time. The solution is used by more than 1,000 users at multiple locations, including a customer facing front-end optimized for multiple user interface platforms. The project contract value of more than \$10 million. Jerald's work on this project included leveraging Infrastructure Library (ITIL) standards and framework.</p>	
Project #2	Contact #2
Company Name: Department of Consumer Affairs -Bureau of Automotive Repair (DCA-BAR)	Contact Name: [REDACTED]
Project Name: California Vehicle Inspection (Cal-VIS) System	Company Name: Department of Consumer Affairs -Bureau of Automotive Repair (DCA-BAR)
Time Period: 06/15/2019 – 08/14/2020	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: IT Operations Manager	
Description of relevant experience:	
<p>Jerald served as IT Operations Manager for the Department of Consumer Affairs -Bureau of Automotive Repair's (DCA-BAR) California Vehicle Inspection (Cal-VIS) System Project, a large and complex IT maintenance and operations program which integrates with more than 6 applications, more than one of which is a COTS product, interfaces with 9 external systems, including at least 1 real-time</p>	

PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE

application, allowing **10,000 end users in multiple locations** to access the service through a front end multi-tiered processing portal. **This project exceeds \$10M in contract value.**

As the IT Operations manager, Jerald supported the DCA-BAR in a wide range of consumer protection services, including the registry and regulation of 36,000 California automotive repair dealers. He managed technical activities, including support of web services, automated testing, APIs, application architecture platforms, application servers, AWS Services and database systems and ensured that all technical design, development, and testing activities complied with client expectations as well as Information Technology Infrastructure Library (ITIL) standards and framework. Jerald's primary responsibility was managing the Application Development, Quality Assurance, DBA, Security, and Network Operations in support of the ongoing maintenance and operations for the Cal-VIS Program. Jerald's work on this project included leveraging Infrastructure Library (ITIL) standards and framework.

Project #3	Contact #3
Company Name: California Department of Conservation	Contact Name: [REDACTED]
Project Name: Well Statewide Tracking and Reporting (WellSTAR)	Company Name: California Department of Conservation
Time Period: 01/15/2017 – 06/14/2019	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: IT Operations Manager	
Description of relevant experience:	
<p>Jerald served as the IT Operations Manager for the WellSTAR project which integrates with more than six applications, more than one COTS product, and interfaces with more than six external systems, at least 1 in real-time, and has 3,500 end users accessing from multiple locations in a multi-tiered processing end user front end. The contract value exceeds \$10M.</p> <p>As the IT Operations Manager, Jerald managed all aspects of the Technical Architecture and Environment teams, including technical architecture development, application development, security, data management, infrastructure configuration management, and release management and deployments. Jerald worked with state, county, and vendor staff to manage the pre-deployment readiness efforts and all release deployment activities. Because of his extensive technical expertise, Jerald was also responsible for providing the IT security services for the WellSTAR project, a complex architecture involving multiple databases, interfaces, and network components. Jerald led coordination with the CDT data center (CalCloud) to host the new WellSTAR application and validate that the IT security services were aligned with industry-recognized security frameworks compatible with the requirements of CDT, including NIST 800 and Information Technology Infrastructure Library (ITIL) standards and framework. Jerald's work on this project included leveraging Infrastructure Library (ITIL) standards and framework.</p>	

PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE	
Project #4	Contact #4
Company Name: Los Angeles County DPSS	Contact Name: [REDACTED]
Project Name: Los Angeles Eligibility Automated Determination Evaluation and Reporting (LEADER) Replacement System (LRS)	Company Name: Los Angeles County DPSS
Time Period: 04/01/2013 – 01/06/2017	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Technology Delivery Manager	
Description of relevant experience:	
<p>Jerald served as Technology Delivery Manager for Los Angeles County Department of Public Social Services' (DPSS) LEADER Replacement System (LRS) project, which integrates more than six applications, more than one COTS products, interfaces with 64 external systems, including 12 real-time applications, allowing more than 17,000 end users across multiple locations to access service. The contract value exceeds \$10M. This also includes multi-tiered processing.</p> <p>As Technology Delivery Manager, Jerald managed the requirements validation, design, development, and testing of the batch, interfaces, forms, fiscal, reports, and data warehouse functional areas of the LRS. Jerald led multiple teams—over 80 staff at peak—on this complex health and human services technology project through development, multiple releases (6 major releases and 20 minor releases), and maintenance. As a certified PMP, Jerald brought leadership best practices to budgeting, scheduling, release, resource, scope, change, and stakeholder management.</p> <p>Through this experience, Jerald further developed his application and cloud development competencies as the LRS is a web-based application written in Java and deployed within the J2EE distributed computing platform utilizing the Spring Framework. Jerald was responsible for the technical performance of the implemented solution. Jerald led the team's initial architecture and database solutions assessment to determine the appropriate technology to support the functional, batch, and interface transaction processing requirements and designs in accordance with Information Technology Infrastructure Library (ITIL) standards and framework. Jerald led the team's assessment of scalability, performance, and security draft designs. He also led the team's technical reviews of the presentation layer for the core system and the self-service portal (YBN) for compliance with industry standards, federal requirements, and best practices. Throughout the maintenance phase, Jerald led the team's ongoing assessments of the technical architecture, establishing and monitoring transaction operating metrics. Jerald's work on this project included leveraging Infrastructure Library (ITIL) standards and framework.</p>	
Total Duration of all Projects cited to meet the MQ:	116 months

1.8 M&E Application Manager, Surranjan Kumar

M&E APPLICATION MANAGER					
PART 1 – RÉSUMÉ					
Contractor	State of California, SAWS Consortium for CalSAWS and BenefitsCal				
Candidate Name	Surranjan Kumar				
Position in the Company	UAT Manager and Strategic Advisor	Length of Time in Position	24 months Overall time at company (24 months)		
Project Position & Responsibilities	<p>Surranjan manages planning, implementing, and monitoring CalSAWS application changes in his role as M&E Application Manager. Central to his role is management of the software change request (SCR) process, including documenting fixes and SCRs accurately in deliverables. He works with the Consortium to globally strategize upcoming release planning to fully utilize the Consortium's budget to meet identified policy priorities. He confirms the Deloitte M&E Application team contains the necessary skill set and experience to carry out application functions required by the SDLC. Surranjan's duties and responsibilities include: overseeing requirements management processes and communicate plans for key application changes, including monitoring and assessing issues; applying User-Centered Design (UCD) and User Experience (UX) principles to improve UX for customers and County staff, and support stakeholder sessions in development of public-facing application functionality; confirming that design sessions, walkthroughs, enhancements, defect fixes, and associated deliverables are planned, executed, and delivered on schedule; assessing proposed CalSAWS enhancements for design alternatives based on all identified constraints, such as cost, schedule, usability, maintainability, and reliability; working with the Infrastructure Operations Service Desk Lead and manage Tier 3 support for application tickets that occur in non-production and Production environments; evaluating CalSAWS software and performance, evaluate AWS services, and formulate recommendations to adopt native cloud services while managing application scope and evaluating potential changes.</p>				
Skills & Qualifications for Project Position	<p>Surranjan exceeds the 5-year requirement, with more than 22 years of experience, including the last 10 years as an application manager or project lead on large and complex IT system projects in health and human services. He exceeds the Consortium's 5-year requirement with more than 10 years of experience out of the last 10 managing SDLCs, including business and system requirement specification, design, development, testing, and implementation. He also exceeds the 3-year requirement with 22 years of experience applying UCD processes and UX activities on IT projects.</p>				
Relevant Experience (Add additional tables as needed)					
Project Title	State of California, SAWS Consortium for CalSAWS and BenefitsCal				
Position Title	UAT Manager and Strategic Advisor				
Begin Date	01/11/2021	End Date	Present	# of Months	23

M&E APPLICATION MANAGER					
Scope and Description of Responsibility	The scope of the SAWS Consortium for CalSAWS and BenefitsCal project is to unify three different Consortium applications into one integrated eligibility system to determine financial eligibility for Health and Human Service programs, including Medicaid, CalFresh, and CalWORKs, for over 4M Californians. Surranjan's responsibilities include advising the CalSAWS Application Development and Technology Operations Director in establishing overall enterprise-wide processes and practice to manage the multistakeholder environment as one team. He also manages day-to-day UAT activities on the project, including scope, risk, issues, cost, and schedule.				
Skills Utilized and Experience Attained	Skills utilized include managing large-scale IE implementation, advising and helping establish overall enterprise-wide processes and practices, and prioritizing project activities. Experience attained includes monitoring and controlling day-to-day UAT activities that relate to CalSAWS and BenefitsCal, and involve 58 counties and over 700 participants. Additional experience includes working with client management and multiple internal and external stakeholders.				
Project Title	State of Oregon, Oregon Department of Human Services (ODHS)/Oregon Health Authority (OHA) ONE System				
Position Title	Project and Application Manager				
Begin Date	09/12/2016	End Date	01/08/2021	# of Months	51
Scope and Description of Responsibility	The scope of the Integrated ONE System Modernization Project was to update current platforms to determine financial eligibility for Health and Human Service programs, including Medicaid, SNAP, TANF, and Child Care, for over 1.5M Oregonians. Surranjan's responsibilities included managing a team of 200+ resources across U.S. and India and controlled application development activities of the Integrated ONE system. 09/12/2016 – 01/12/2018 Application Manager; 01/13/2018 – 01/08/2021 Project Manager				
Skills Utilized and Experience Attained	Skills utilized include facilitating sessions for requirements gathering, design, conversion, business process re-engineering, and deployment strategies for the application. Experience attained includes leading system development for Oregon to be fully compliant with Center of Medicaid and CHIP Services (CMCS) standards.				
Project Title	State of Louisiana, Department of Health and Hospitals (DHH) Eligibility & Enrollment (E&E) Project				
Position Title	Application Manager				
Begin Date	01/05/2015	End Date	09/09/2016	# of Months	20
Scope and Description of Responsibility	The scope of the DHH project includes replacing the legacy Medicaid system with a new web-based E&E system for over 1M Medicaid recipients in Louisiana. Surranjan's responsibilities included: providing program management oversight and working with the client to determine priorities and resource management and participating in the feasibility analysis of the new project and requirements interpretation.				
Skills Utilized and Experience Attained	Skills utilized include conducting program management oversight and feasibility analysis. Experience attained includes monitoring and controlling day-to-day activities from requirements gathering, design, and development of the application, and developing strategies to address project risks.				
Project Title	State of New Mexico, Human Services Department (HSD) Automated System Program Eligibility Network (ASPEN)				
Position Title	Application Development Manager				

M&E APPLICATION MANAGER					
Begin Date	09/12/2011	End Date	01/04/2015	# of Months	24
Scope and Description of Responsibility	The scope of the HSD ASPEN project included replacing its 25-year-old legacy system with the new web-based Integrated Eligibility (IE) system, ASPEN. The ASPEN system supports eligibility and benefit determination for Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Low-Income Home Energy Assistance Program (LIHEAP), State-funded cash assistance, Refugee Cash Assistance (RCA), and more than 30 categories of Medicaid. Surranjan's responsibilities included: leading the team through Software Development Lifecycle (SDLC) activities for ASPEN; monitoring and controlling the day-to-day testing activities of the application and working with the technical team on release planning.				
Skills Utilized and Experience Attained	Skills utilized include enterprise and database architecture design, development, and implementation; utilizing Structured Query Language (SQL) developer, MyEclipse, IBM software and application development tools, Oracle database, and Capability Maturity Model Integration (CMMi) Level 3. Experience attained includes providing web-based maintenance and operations management, test scenario and script execution, web-based application testing, and managing design and development of system functionality changes and design, development, and implementation of service-oriented architecture (SOA).				
Education (add rows as needed)					
Years	Course of Study			School	
07/1997	Bachelor's in Electronics and Communications			Birla Institute of Technology, Mesra, India	
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization		Dates		
N/A	N/A		N/A		

PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification ME-S28	A minimum of five (5) years of experience within the past ten (10) years, as the application manager or lead on Projects involving large and complex IT systems in a health and human services or health care services Project.
Project #1	Contact #1
Company Name: State of Oregon, Oregon Department of Human Services (ODHS)/Oregon Health Authority (OHA)	Contact Name: [REDACTED]
Project Name: ONE System	Company Name: Oregon Department of Human Services
Time Period: 09/12/2016 – 01/12/2018	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Application Manager	
Description of relevant experience:	
<p>Surrjan served as the Application Manager for the Oregon Health Authority (OHA) for a state-based eligibility determination solution for supporting the eligibility determination and case management of its MAGI Medicaid caseload. The ONE system is a fully functional MAGI Medicaid Eligibility Determination application and is integrated with MMIS for real-time transfer of eligibility information. The solution includes an integration with more than two applications, COTS applications, more than five external systems, including bidirectional interface with the Federal Facilitated Marketplace (FFM) to transfer applications and eligibility results. ONE includes a 24x7 accessible single, integrated online application (Self-Service portal) serving more than 1,000 users at multiple locations through a customer user facing front end with a smooth user experience along with a Worker Portal that provides workers with eligibility and case management features for application intake and processing, workflow, case maintenance, renewals, and interfaces. This also includes multi-tiered processing.</p> <p>As the Application Manager, Surrjan managed the State of Oregon's application development for its large and highly complex IT system, ONE. The integrated ONE system modernized financial eligibility for health and human services programs including, SNAP, TANF, Child Care, and over 30 categories of MAGI and Non-MAGI medical programs serving more than 1.5 million Oregonians. In this role, Surrjan was responsible for overseeing requirements management processes and communicate plans for key application changes, including monitoring and assessing issues; applying User-Centered Design (UCD) and User Experience (UX) principles to improve UX for customers, and supporting stakeholder sessions in development of public-facing application functionality. He was engaged confirming that design sessions, walkthroughs, enhancements, defect fixes, and associated deliverables are planned, executed, and delivered on schedule. He worked to assess proposed enhancements for design alternatives based on all identified constraints, such as cost, schedule, usability, maintainability, and reliability. He also worked with the help desk to manage ticket and resolution of application tickets that occur in non-production and Production environments. Finally, he managed managing application scope and evaluating potential changes. This work was done for a large and complex IT system in a health and human services Project.</p>	

PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE	
Project #2	Contact #2
Company Name: State of Louisiana, Department of Health and Hospitals (DHH)	Contact Name: [REDACTED]
Project Name: Eligibility & Enrollment (E&E) Project	Company Name: Louisiana Office of Technology Services
Time Period: 01/05/2015 – 09/09/2016	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Application Manager	
<p>Description of relevant experience:</p> <p>As the Application Manager, Surranjan managed program oversight for the State of Louisiana's application development for its large and highly complex web-based Medicaid E&E system, through a contract with a value greater than \$10M. The new E&E system supported eligibility and benefit determination of MAGI and non-MAGI medical programs for over 1 million recipients across the state. The Large and Complex IT system integrates 5+ applications, including multiple COTS products, interfaces with 330 external systems, including 12 real-time applications, allowing 2,600+ end users to access the system across multiple locations. The E&E system is a multi-tiered processing solution which includes a customer portal, provider portal, partner portal, and worker portal. He was engaged confirming that design sessions, walkthroughs, enhancements, defect fixes, and associated deliverables are planned, executed, and delivered on schedule. He worked to assess proposed enhancements for design alternatives based on all identified constraints, such as cost, schedule, usability, maintainability, and reliability. He also worked with the help desk to manage ticket and resolution of application tickets that occur in non-production and Production environments. Finally, he managed managing application scope and evaluating potential changes. This work was done for a large and complex IT system in a health and human services Project.</p>	
Project #3	Contact #3
Company Name: State of New Mexico, Human Services Department (HSD)	Contact Name: [REDACTED]
Project Name: Automated System Program Eligibility Network (ASPEN)	Company Name: Human Services Department – State of New Mexico
Time Period: 09/12/2011 – 01/04/2015 (01/04/2013 – 01/04/2015)	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Application Development Manager	
<p>Description of relevant experience:</p> <p>As the Application Development Manager, Surranjan managed the State of New Mexico's application development for its large and highly complex web-based IT system, ASPEN, through a contract with over \$10M in value. ASPEN replaced a 25-year-old legacy system for New Mexico's HSD supporting eligibility and benefit determination for TANF, SNAP, LIHEAP, State-funded cash assistance, RCA, and more than 30 categories of Medicaid serving more than 800,000 clients – nearly one-third of New Mexico's population. The ASPEN</p>	

PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE	
<p>solution integrates 4+ applications, and 20+ COTS products, interfaces with 31 external systems, 10+ of which are real-time, allowing 2,100+ end users across multiple locations to access the system. ASPEN is a multi-tiered processing solution. He was engaged confirming that design sessions, walkthroughs, enhancements, defect fixes, and associated deliverables are planned, executed, and delivered on schedule. He worked to assess proposed enhancements for design alternatives based on all identified constraints, such as cost, schedule, usability, maintainability, and reliability. He also worked with the help desk to manage ticket and resolution of application tickets that occur in non-production and Production environments. Finally, he managed managing application scope and evaluating potential changes. This work was done for a large and complex IT system in a health and human services Project.</p>	
Total Duration of all Projects cited to meet the MQ:	60 months
Minimum Qualification ME-S29	A minimum of five (5) years of experience within the past ten (10) years, managing a SDLC, including business and system requirement specification, design, development, testing, and implementation, on Projects involving large and complex IT systems.
Project #1	Contact #1
Company Name: State of Oregon, Oregon Department of Human Services (ODHS)/Oregon Health Authority (OHA)	Contact Name: [REDACTED]
Project Name: ONE System	Company Name: Oregon Department of Human Services
Time Period: 09/12/2016 – 01/08/2021	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Project and Application Manager	
Description of relevant experience:	
<p>Surranjan served as the Project and Application Manager (09/12/2016 – 01/12/2018 Application Manager; 01/13/2018 – 01/08/2021 Project Manager) for the Oregon Health Authority (OHA) for a state-based eligibility determination solution for supporting the eligibility determination and case management of its MAGI Medicaid caseload. The ONE system is a fully functional MAGI Medicaid Eligibility Determination application and is integrated with MMIS for real-time transfer of eligibility information. The solution includes an integration with more than two applications, COTS applications, more than five external systems, including bidirectional interface with the Federal Facilitated Marketplace (FFM) to transfer applications and eligibility results. ONE includes a 24x7 accessible single, integrated online application (Self-Service portal) serving more than 1,000 users at multiple locations through a customer user facing front end with a smooth user experience along with a Worker Portal that provides workers with eligibility and case management features for application intake and processing, workflow, case maintenance, renewals, and interfaces. This also includes multi-tiered processing.</p> <p>As the Project and Application Manager for the ONE project, Surranjan managed a team of over 200 resources through the SDLC process for the State of Oregon's application development of its large and highly complex IT system. Surranjan facilitated business process re-engineering and requirements gathering sessions with the client, managed design, and development of the ONE application, and developed the deployment and implementation strategy. Surranjan worked with the client in clarifying system functionality and conversion details in preparation for go-live and system implementation. He was involved in managing the System</p>	

PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE	
Development Live Cycle (SDLC), which included working across application, business, technical, and infrastructure teams through requirement specification, design, development, testing, and implementation on this large and complex IT system.	
Project #2	Contact #2
Company Name: State of Louisiana, Department of Health and Hospitals (DHH)	Contact Name: [REDACTED]
Project Name: Eligibility & Enrollment (E&E) Project	Company Name: Louisiana Office of Technology Services
Time Period: 01/05/2015 – 09/09/2016	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Application Manager	
<p>Description of relevant experience:</p> <p>As the Application Manager, Surranjan worked with the State of Louisiana to determine project priorities and application development for its new large and highly complex E&E IT system. Using SDLC processes, Surranjan participated in the feasibility analysis and managed requirements gathering and interpretation, design, development, and testing of the application. The Large and Complex IT system integrates 5+ applications, including multiple COTS products, interfaces with 330 external systems, including 12 real-time applications, allowing 2,600+ end users to access the system across multiple locations. The E&E system is a multi-tiered processing solution which includes a customer portal, provider portal, partner portal, and worker portal. He was involved in managing the System Development Live Cycle (SDLC), which included working across application, business, technical, and infrastructure teams through requirement specification, design, development, testing, and implementation on this large and complex IT system.</p>	
Project #3	Contact #3
Company Name: State of New Mexico, Human Services Department	Contact Name: [REDACTED]
Project Name: Automated System Program Eligibility Network (ASPEN)	Company Name: Human Services Department – State of New Mexico
Time Period: 09/12/2011 – 01/04/2015 (01/04/2013 – 01/04/2015)	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Application Development Manager	
<p>Description of relevant experience:</p> <p>As the Application Development Manager, Surranjan managed the State of New Mexico's application development for its new large and highly complex web-based IT system, ASPEN. Following the industry standard SDLC process, Surranjan led the application development team of 22 through all development activities required to prepare ASPEN for a production-ready state, including: Eligibility requirements gathering; Technical planning and design of enterprise and database architecture; Application and service-oriented architecture (SOA) development; Monitoring test development and execution activities, including reviewing and recommending test scenarios and cases; Collaborating with technical teams on release schedules, system fixes, and changes to functionality; Implementation, maintenance, and operation of the application. The ASPEN solution integrates 4+ applications, and 20+ COTS products.</p>	

PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE	
<p>interfaces with 31 external systems, 10+ of which are real-time, allowing 2,100+ end users across multiple locations to access the system. ASPEN is a multi-tiered processing solution. He was involved in managing the System Development Live Cycle (SDLC), which included working across application, business, technical, and infrastructure teams through requirement specification, design, development, testing, and implementation on this large and complex IT system.</p>	
<p>Total Duration of all Projects cited to meet the MQ: 95 months</p>	
Minimum Qualification ME-S30	A minimum of three (3) years of experience applying UCD processes and User Experience (UX) activities (such as usability reviews, studies, and testing) on IT Projects.
Project #1	Contact #1
Company Name: State of California, SAWS Consortium	Contact Name: [REDACTED]
Project Name: CalSAWS and BenefitsCal	Company Name: CalSAWS Consortium
Time Period: 01/11/2021 – Present	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: UAT Manager and Strategic Advisor	
<p>Description of relevant experience:</p> <p>As the UAT Manager, Surranjan managed, monitored, and controlled the day-to-day activities that related to CalSAWS and BenefitsCal UAT activities, and planned testing across the State in 58 counties with over 700 participants for the Consortium's application development for its large and highly complex web-based IT system, CalSAWS. With the large test participant group, Surranjan utilized UX processes among the team for consistency of testing across the State. Testing included functional testing of CalSAWS for UCD and to provide better UX for the 4 million recipients who benefit from the application.</p> <p>overseeing requirements management processes and communicate plans for key application changes, including monitoring and assessing issues; applying User-Centered Design (UCD) and User Experience (UX) principles to improve UX for customers and County staff, and support stakeholder sessions in development of public-facing application functionality; confirming that design sessions, walkthroughs, enhancements, defect fixes, and associated deliverables are planned, executed, and delivered on schedule; assessing proposed CalSAWS enhancements for design alternatives based on all identified constraints, such as cost, schedule, usability, maintainability, and reliability; working with the Infrastructure Operations Service Desk Lead and manage Tier 3 support for application tickets that occur in non-production and Production environments; evaluating CalSAWS software and performance, evaluate AWS services, and formulate recommendations to adopt native cloud services while managing application scope and evaluating potential changes.</p>	
Project #2	Contact #2
Company Name: State of Oregon, Oregon Department of Human Services (ODHS)/Oregon Health Authority (OHA)	Contact Name: [REDACTED]
Project Name: ONE System	Company Name: Oregon Department of Human Services

PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE			
Time Period: 09/12/ 2016 – 01/08/2021			
Percentage of Time: 100			
Staff Role: Project and Application Manager			
Description of relevant experience:			
<p>Surranjan Kumar served as the Project and Application Manager (09/12/2016 – 01/12/2018 Application Manager; 01/13/2018 – 01/08/2021 Project Manager) for the Oregon Health Authority (OHA) Michael led the transition to a state-based eligibility determination solution for supporting the eligibility determination and case management of its MAGI Medicaid caseload. The ONE system is a fully functional MAGI Medicaid Eligibility Determination application and is integrated with MMIS for real-time transfer of eligibility information. The solution includes an integration with more than two applications, COTS applications, more than five external systems, including bidirectional interface with the Federal Facilitated Marketplace (FFM) to transfer applications and eligibility results. ONE includes a 24x7 accessible single, integrated online application (Self-Service portal) serving more than 1,000 users at multiple locations through a customer user facing front end with a smooth user experience along with a Worker Portal that provides workers with eligibility and case management features for application intake and processing, workflow, case maintenance, renewals, and interfaces. This also includes multi-tiered processing.</p> <p>As the Project and Application Manager, Surranjan managed the State of Oregon's ONE application development applying UCD and UX processes through managing day-to-day activities to ensure that standards set by CMS were met and worked with the client on system functionality. Surranjan worked closely with key stakeholders on design, including other state and federal agencies so the ONE System interfaces accurately and in an end-user- focused way.</p>			
Project #3		Contact #3	
Company Name: State of Louisiana, Department of Health and Hospitals (DHH) Eligibility & Enrollment (E&E) Project		Contact Name:	
Project Name: Eligibility & Enrollment (E&E) Project		Company Name: Louisiana Office of Technology Services	
Time Period: 01/05/2015 – 09/09/2016		Phone Number:	
Percentage of Time: 100		Email:	
Staff Role: Application Manager			
Description of relevant experience:			
<p>As the Application Manager, Surranjan managed the State of Louisiana's application development for its E&E system using UCD and UX processes through participation in the feasibility analysis and working with client teams and management in discussion sessions with external stakeholders. Surranjan was also responsible for all aspects of UAT of the application and worked with clients on system functionality components new to end users, such as task management, quality control, appeals, real-time eligibility, and data conversion.</p>			
Project #4		Contact #4	

PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE	
Company Name: State of New Mexico, Human Services Department	Contact Name: [REDACTED]
Project Name: Automated System Program Eligibility Network (ASPEN)	Company Name: Human Services Department – State of New Mexico
Time Period: 09/12/2011 – 01/04/2015 (01/04/2013 – 01/04/2015)	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Application Development Manager	
Description of relevant experience:	
<p>As the Application Development Manager, Surranjan managed the State of New Mexico's application development for its new large and highly complex web-based IT system, ASPEN. Surranjan applied UCD and UX processes through managing the day-to-day UAT activities and working with the client on system functionality. His close involvement with UAT in reviewing, recommending, and organizing all aspects of the testing phase, allowed for the ASPEN application development to have a user-centered focus so the 2,000+ end users were able to adopt to the new application with more ease after go-live.</p>	
Total Duration of all Projects cited to meet the MQ:	119 months

1.9 M&E Security Manager, Debi Mohanty

M&E SECURITY MANAGER					
PART 1 – RÉSUMÉ					
Contractor	Deloitte Consulting LLP				
Candidate Name	Debi Mohanty				
Position in the Company	Managing Director	Length of Time in Position	2 years, 6 months Overall time at company (11 years, 2 months)		
Project Position & Responsibilities	<p>As the M&E Security Manager, Debi serves as the focal point for cybersecurity solutions, privacy and protection of digital information, and security compliance related activities and responsibilities for the CalSAWS infrastructure. He will work closely with the Consortium's Security Team. His duties include: plan, implement, manage, monitor, and upgrade security solutions to defend against hacking, malware, ransomware, and other threats to data, systems, and networks; maintain, enforce, and document security policies and procedures; serve as a resource regarding information security and report status of ongoing security activities to CalSAWS Executive Director or designee(s); support adoption and enforcement of information security policies, procedures, and standards; coordinate with the Consortium and other CalSAWS contractors in responding to information security data calls, audit requests, and reporting; work with the Consortium to implement, monitor, and maintain appropriate security measures, best practices, controls, and mechanisms to guard against unauthorized access; perform ongoing security monitoring of information systems; identify and mitigate all security weaknesses, threats, and vulnerabilities; conduct penetration testing, exercises, analyses, and simulation on security incidents and response capabilities to determine effectiveness and document results; implement and enforce policies and procedures, which include standards for incident handling; respond to security breaches; provide root cause analysis and remediation of security issues.</p>				
Skills & Qualifications for Project Position	<p>Debi exceeds all skills, qualifications, and requirements for the project position. With over 18 years of experience in infrastructure security, he leverages his leadership and security skills in providing guidance to a variety of commercial and public sector enterprises, and also managing diverse security practitioners supporting healthcare eligibility/enrollment systems, managing federal requirements such as CMS, IRS, along with California compliance standards like Information Management Manual (SIMM) that will be required for CalSAWS. He also serves as a Security Advisor to the Deloitte BenefitsCal team in achieving the required security compliance standards along with conducting reviews and engaging in addressing challenges encountered with ForgeRock. Debi focuses on IT risk management and IAM design and implementation, security policies and standards development, security detect and respond, and User Provisioning, Privileged Access Management (PAM) projects.</p>				
Relevant Experience (Add additional tables as needed)					
Project Title	California Statewide Automated Welfare System (CalSAWS) Consortium – BenefitsCal				
Position Title	Security Officer				
Begin Date	05/01/2020	End Date	03/01/2022	# of Months	26

M&E SECURITY MANAGER

Scope and Description of Responsibility	BenefitsCal is a unified self-service portal that transitions the three existing portals used by the different California counties into a consolidated system. The system is a Mobile App Portal built on server architecture and uses React JS to allow it to render on cross-devices. Clients, CBOs/FBOs, and Advocates of the State of California use this portal system to apply to different state and federal programs like MediCal, CalFRESH, CalWORKs, etc. The responsibilities of the Security Manager include planning, implementing, managing, and monitoring security solutions to defend against hacking, malware, ransomware, and other threats to data, systems, and networks.				
Skills Utilized and Experience Attained	Skills utilized include planning, implementing, managing, and monitoring security solutions to defend against hacking, malware, ransomware, and other threats to data, systems, and networks. Experience attained include documenting infrastructure security policies and procedures and coordinating with the Consortium and other CalSAWS contractors in responding to information security data calls, audit requests, and reporting.				
Project Title	State of California – California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)				
Position Title	Security Officer				
Begin Date	09/02/2019	End Date	Present	# of Months	40
Scope and Description of Responsibility	Deloitte has been contracted to provide maintenance and operations (M&O) and system development services to CalHEERS. As the Security Officer, Debi manages the overall security footprint of the system to meet applicable state and federal requirements, including modernization of security capabilities and ongoing monitoring and remediation of security threats. His scope of activities includes: leads the technical security component implementation for the system, including complex and key initiatives such as cloud migration/adoption and technology modernization; leads the modernization of security technology stacks, which including migration of legacy Oracle IAM to Forgerock without any impact to 9.5 million CalHEERS users and migration of Oracle API Gateway (OAG), legacy service gateway solution to RedHat+Fuse, a modern cloud-native Gateway service, along with 100+ interfaces in a seamless manner; collaborates with Deloitte Central Security Operations Center (SOC) to provide 24/7 threat monitoring, hunting, and incident response service to the Health Benefit Exchange (HBE); oversees CMS ATC, MARS-E, and IRS security and privacy compliance program and audit support; oversees implementation and operation support of all key security components within the solution; monitors and verifies system compliance with state/federal security regulations, policies, and standards; supervises team of 50+ security practitioners.				
Skills Utilized and Experience Attained	Debi is gaining experience providing security services in support of a large, complex IT project. He leverages his leadership and security skills in managing diverse security practitioners supporting healthcare eligibility/ enrollment systems, managing expectations with federal entities such as CMS and IRS, along with maintaining current security compliance that will be required for CalSAWS. Debi also attained experience with planning, implementing, managing, monitoring, and upgrading security solutions to defend against hacking, malware, ransomware, and other threats to data, systems, and networks. He was responsible for maintaining, enforcing, and documenting infrastructure security policies and procedures. He was the primary resource regarding information security and regularly reports status of ongoing security activities to executive leadership.				
Project Title	University of Southern California (USC) – SecureUSC Program Project				
Position Title	Security Program Manager				

M&E SECURITY MANAGER					
Begin Date	09/02/2018	End Date	08/22/2019	# of Months	11
Scope and Description of Responsibility	As part of USC's SecureUSC program, Debi was responsible for building capabilities across security operations and digital identities. Debi's responsibilities were to: Provide modern identity and security operations capabilities such as identity governance, multi-factor authentication (MFA), progressive authentication, access certification, security operations center, and vulnerability program.				
Skills Utilized and Experience Attained	Debi utilized strong technical and operational security skillsets and experience to reduce the university's threat landscape. This included migration of the legacy on-premises identity platform to a modern cloud-hosted solution. Debi gained experience in modernizing the security landscape of a complex, federated ecosystem.				
Project Title	Washington Health Benefit Exchange (WA HBE) – Washington Healthplanfinder Project (WA HPF)				
Position Title	Security Manager				
Begin Date	06/06/2016	End Date	08/26/2018	# of Months	26
Scope and Description of Responsibility	Debi was responsible for developing the security modernization roadmap and implementing key security initiatives to enhance the security posture against CMS standards for the State's HBE. He was directly responsible for collaborating with the application development teams, technical architects, and security policy experts to define and implement an integrated framework of solution security architecture.				
Skills Utilized and Experience Attained	Debi used technical skills to modernize the security technology landscape aligned to HBE's vision of cloud adoption, enhanced the user experience (UX) via a modern login approach (e.g., frictionless authentication), and adopted DevSecOps. Debi obtained skills by migrating complex legacy IAM solutions to modern solutions without any impact to end users. Through this migration he also kept the system security compliance requirements. Debi also attained experience with planning, implementing, managing, monitoring, and upgrading security solutions to defend against hacking, malware, ransomware, and other threats to data, systems, and networks. He was responsible for maintaining, enforcing, and documenting infrastructure security policies and procedures. He was the primary resource regarding information security and regularly reports status of ongoing security activities to executive leadership.				
Education (add rows as needed)					
Years	Course of Study	School			
06/1999	Bachelor of Engineering: Electronics & Telecommunications	University College of Engineering, India			
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization	Dates			
Certified Information Systems Security Professional (CISSP)	(ISC)²	06/2011 – 06/2023			

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification ME-S31	A minimum of three (3) years of experience as a Security Manager directly responsible for collaborating with application development teams, technical architects, and security policy experts to define and/or implement an integrated framework of solution security architecture.
Project #1	Contact #1
Company Name: California Statewide Automated Welfare System (CalSAWS)	Contact Name: [REDACTED]
Project Name: BenefitsCal	Company Name: California Statewide Automated Welfare System (CalSAWS)
Time Period: 08/15/2020 – Present	Phone Number: [REDACTED]
Percentage of Time: 10	Email: [REDACTED]
Staff Role: Security Officer	
Description of relevant experience:	
<p>Debi served as the Security Officer for BenefitsCal, a unified self-service portal that transitions the three existing portals used by the different California counties into a consolidated system. The system is a Mobile App Portal built on server architecture and uses React JS to allow it to render on cross-devices. Clients, CBOs/FBOs, and Advocates of the State of California use this portal system to apply to different state and federal programs like MediCal, CalFRESH, CalWORKs, etc. This is a large and complex IT systems development project. The State of California is working to unify three different Consortium applications into one integrated eligibility system to determine financial eligibility for Health and Human Service programs, including Medicaid, CalFresh, and CalWORKs, for over 4 million Californians. BenefitsCal is a portal where Californians can get and manage benefits online. BenefitsCal is a system that integrates with at least two applications, two of which is a COTS. It is a solution which interfaces with at least seven external systems, all of which are in real-time. The solution is used by more than 1,000 users at multiple locations, including a customer facing front-end optimized for multiple user interface platforms. The project contract value of more than \$10 million.</p> <p>The relevant experience of the Security Manager includes planning, implementing, managing, and monitoring security solutions to defend against nation state actors, malware, ransomware, and other threats to data, systems, and networks. Skills utilized include planning, designing, implementing, managing, and monitoring security solutions to defend against unauthorized access to data, systems, and networks. Experience attained include documenting infrastructure security policies and procedures, implementing security controls aligned to security and privacy compliance requirements such as MARS-E, SAAM and coordinating with the Consortium and other CalSAWS contractors in responding to information security data calls, audit requests, and reporting.</p>	
Project #2	Contact #2
Company Name: State of California	Contact Name: [REDACTED]
Project Name: California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)	Company Name: State of California
Time Period: 09/02/2019 – Present	Phone Number: [REDACTED]

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

Percentage of Time: 90 – 100	
Staff Role: Security Officer	
<p>Description of relevant experience:</p> <p>Debi serves as Security Officer for California's large and complex eligibility system, CalHEERS, which integrates 10 applications, 2 COTS applications, interfaces with 41 external systems, including 30 real-time applications. This Maintenance & Operations project provides enhancements, security, maintenance, subcontractor and product vendor management, helpdesk support, and ongoing operations of core applications. Deloitte is tasked with the implementation of accelerated modernization programs, including the migration and optimization to an AWS Cloud environment, delivery model transformation (Agile/DevOps), and workforce transformation. This system is accessed by more than one thousand users at multiple locations, includes multi-tiered processing, including a customer interface, with a contract value exceeding \$10M. The team also implemented multiple system enhancements while simultaneously maintaining current operations, such as enabling and expanding the Special Enrollment Period for COVID-19-impacted individuals to apply for subsidized health coverage, allowing more than 7.7M consumers in multiple locations to apply for health coverage since May 2020.</p> <p>Debi is responsible for platform modernization and maintenance of IAM, access control, threat management, cloud security, and desktop security capabilities on the CalHEERS program to meet applicable state and federal requirements. Debi also maintains the security compliance audits of the system, including both CMS and IRS. Debi oversees CMS ATC, MARS-E, and IRS security and privacy compliance program and audit support; oversees implementation and operation support of all key security components within the solution; monitors and verifies system compliance with state/federal security regulations, policies, and standards; supervises team of 50+ security practitioners. Debi was directly responsible for collaborating with application development teams, technical architects, and security policy experts to define and/or implement an integrated framework of solution security architecture.</p>	
Project #3	Contact #3
Company Name: University of Southern California	Contact Name: [REDACTED]
Project Name: SecureUSC	Company Name: University of Southern California
Time Period: 09/02/2018 – 08/22/2019	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Security Program Manager	
<p>Description of relevant experience:</p> <p>The SecureUSC project integrates more than 20 applications, four COTS products, and interfaces with more than 30 external systems, including ten real-time applications. The solution was used by more than 400,000 end users at multiple locations and has a multi-tiered processing end user portal. The value of the contract exceeds \$10M.</p> <p>As part of USC's SecureUSC program, Debi was responsible for building capabilities across security operations and digital identities. Debi's responsibilities were to: Provide modern identity and security operations capabilities such as identity governance, multi-factor authentication (MFA), progressive authentication, access certification, security operations center, and vulnerability program. The program helped USC establish a uniform security program across central IT and 56 schools and business units (S/Bu); Helped university define</p>	

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

KPIs/SLAs to measure success of the SecureUSC program; Provided input to university security policies and standards to align with applicable security compliance requirements (i.e., NIST, HIPAA, GLBA, PCI); Led requirements gathering, design, and implementation of USC's identity cloud platform per FedRAMP moderate compliance requirements. Debi was the Security Program Manager directly responsible for collaborating with application development teams, technical architects, and security policy experts to define and implement an integrated framework of solution security architecture.

Project #4	Contact #4
Company Name: Washington Health Benefit Exchange (WA HBE)	Contact Name: [REDACTED]
Project Name: Washington Healthplanfinder	Company Name: State of Washington
Time Period: 06/06/2016 – 08/26/2018	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Security Lead	
Description of relevant experience:	
<p>The State of Washington Health Benefit Exchange (HBE) is the State's health insurance marketplace, dedicated to providing health and dental program services for APTC, QHP, CHIP, and Medicaid eligible Washingtonians. Deloitte has been the System Integrator (SI) for HBE since 2012, and the prime M&O contractor since October 2013, helping HBE operate and enhance its large and complex IT system platform, Healthplanfinder (HPF). Available on both the web and via a native mobile app, the HPF application is accessed by 1 in every 4 Washingtonians seeking to find, compare, and enroll in qualified health and dental insurance plans each year. As the System Integrator, Deloitte's responsibilities are to design, implement, and deliver system modifications / enhancements, and manage the end-to-end operations of the production system. Deloitte also runs the daily operations of the Exchange, of which a subset of activities includes, ticket triage and root cause analysis, defect, and data fixes, coordinating all system maintenance activities with hosting vendor, batch execution and monitoring, managing, and implementing the enterprise-wide patching plan, continuous system monitoring and threat detection, daily operational reporting, and data storage monitoring and mitigation. Washington Healthplanfinder integrates with 4 applications, 2 of which are COTS, interfaces with 6 external systems and all are real-time, is accessible to 1.8M users across multiple locations, which include Agents, Navigators, Customer Service Representatives, and residents of the State of Washington, and has a contract value exceeding \$10M. An n-tiered application, available on the web and through a native mobile application with screens that are responsive and accessible through mobile phones, PDAs, and tablets.</p> <p>Debi led the security modernization strategy and implementation to enhance the overall security posture of the State of Washington's Health Benefits Exchange (HBE) aligned to applicable federal and state requirements, including NIST 800-53 rev4, MARS-E 2, and IRS 1075. He supported identity modernization, such as progressive login, MFA, and a password-less journey for HBE to enhance UX through adoption of digital identity in meeting HBE's mission. Debi supervised and led a team of 10+ resources. Debi was directly responsible for collaborating with application development teams, technical architects, and security policy experts to define and/or implement an integrated framework of solution security architecture.</p>	
Total Duration of all Projects cited to meet the MQ:	103 months

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification ME-S32	A minimum of three (3) years of lead experience within the past ten (10) years developing, implementing, improving, and monitoring industry standard Security strategies, solutions, and processes on Projects involving large and complex IT systems and AWS cloud environment.
Project #1	Contact #1
Company Name: California Statewide Automated Welfare System (CalSAWS)	Contact Name: [REDACTED]
Project Name: BenefitsCal	Company Name: California Statewide Automated Welfare System (CalSAWS)
Time Period: 08/15/2020 – Present	Phone Number: [REDACTED]
Percentage of Time: 10	Email: [REDACTED]
Staff Role: Security Officer	
Description of relevant experience:	
<p>Debi served as the Security Officer for BenefitsCal, a unified self-service portal that transitions the three existing portals used by the different California counties into a consolidated system. The system is a Mobile App Portal built on server architecture and uses React JS to allow it to render on cross-devices. Clients, CBOs/FBOs, and Advocates of the State of California use this portal system to apply to different state and federal programs like MediCal, CalFRESH, CalWORKs, etc. This is a large and complex IT systems development project. The State of California is working to unify three different Consortium applications into one integrated eligibility system to determine financial eligibility for Health and Human Service programs, including Medicaid, CalFresh, and CalWORKs, for over 4 million Californians. BenefitsCal is a portal where Californians can get and manage benefits online. BenefitsCal is a system that integrates with at least two applications, two of which is a COTS. It is a solution which interfaces with at least seven external systems, all of which are in real-time. The solution is used by more than 1,000 users at multiple locations, including a customer facing front-end optimized for multiple user interface platforms. The project contract value of more than \$10 million. Debi led efforts to develop, implement, improve and monitor industry standard Security strategies, solutions, and processes on this project.</p>	
Project #2	Contact #2
Company Name: State of California	Contact Name: [REDACTED]
Project Name: California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)	Company Name: State of California
Time Period: 09/02/2019 – Present	Phone Number: [REDACTED]
Percentage of Time: 90 – 100	Email: [REDACTED]
Staff Role: Security Officer	

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

Description of relevant experience:

Debi serves as Security Officer for California's large and complex eligibility system, CalHEERS, **which integrates 10 applications, 2 COTS applications, interfaces with 41 external systems, including 30 real-time applications.** This Maintenance & Operations project provides enhancements, security, maintenance, subcontractor and product vendor management, helpdesk support, and ongoing operations of core applications. Deloitte is tasked with the implementation of accelerated modernization programs, including the migration and optimization to an AWS Cloud environment, delivery model transformation (Agile/DevOps), and workforce transformation. This system is **accessed by more than one thousand users at multiple locations, includes multi-tiered processing, including a customer interface, with a contract value exceeding \$10M.** The team also implemented multiple system enhancements while simultaneously maintaining current operations, such as enabling and expanding the Special Enrollment Period for COVID-19-impacted individuals to apply for subsidized health coverage, allowing **more than 7.7M consumers in multiple locations** to apply for health coverage since May 2020.

Debi is responsible for **platform modernization and maintenance of IAM, access control, threat management, cloud security,** and desktop security capabilities on the CalHEERS program to meet applicable state and federal requirements. Debi led the design of security controls and migration of computers from the on-premises environment to the AWS cloud as part of the cloud migration for HBE and continues to oversee and maintain security control modernization as part of its technology refreshment journey. Debi's work includes developing, implementing, improving, and monitoring industry standard security strategies, solutions, and processes on this cloud project.

Project #3

Contact #3

Company Name: University of Southern California

Contact Name: [REDACTED]

Project Name: SecureUSC

Company Name: University of Southern California

Time Period: 09/02/2018 – 08/22/2019

Phone Number: [REDACTED]

Percentage of Time: 100

Email: [REDACTED]

Staff Role: Security Program Manager

Description of relevant experience:

The SecureUSC project **integrates more than 20 applications, four COTS products,** and interfaces with more than **30 external systems, including ten real-time applications.** The solution was used by **more than 400,000 end users** at multiple locations and has a multi-tiered processing end user portal. The value of the contract exceeds \$10M.

Debi led **modernization of the IAM and cloud security** program for USC. He oversaw a very complex identity governance project in USC's highly federated environment. As part of the technology transformation initiative, Debi also oversaw design and implementation of cloud security controls and DevSecOps for the university. Debi's work includes developing, implementing, improving, and monitoring industry standard security strategies, solutions, and processes on this cloud project.

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
Project #4	Contact #4
Company Name: Washington Health Benefit Exchange (WA HBE)	Contact Name: [REDACTED]
Project Name: Washington Healthplanfinder Project	Company Name: State of Washington
Time Period: 06/06/2016 – 08/26/2018	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Security Lead	
Description of relevant experience:	
<p>The State of Washington Health Benefit Exchange (HBE) is the State's health insurance marketplace, dedicated to providing health and dental program services for APTC, QHP, CHIP, and Medicaid eligible Washingtonians. Deloitte has been the System Integrator (SI) for HBE since 2012, and the prime M&O contractor since October 2013, helping HBE operate and enhance its large and complex IT system platform, Healthplanfinder (HPF). Available on both the web and via a native mobile app, the HPF application is accessed by 1 in every 4 Washingtonians seeking to find, compare, and enroll in qualified health and dental insurance plans each year. As the System Integrator, Deloitte's responsibilities are to design, implement, and deliver system modifications / enhancements, and manage the end-to-end operations of the production system. Deloitte also runs the daily operations of the Exchange, of which a subset of activities includes, ticket triage and root cause analysis, defect, and data fixes, coordinating all system maintenance activities with hosting vendor, batch execution and monitoring, managing and implementing the enterprise-wide patching plan, continuous system monitoring and threat detection, daily operational reporting, and data storage monitoring and mitigation. Washington Healthplanfinder integrates with 4 applications, 2 of which are COTS, interfaces with 6 external systems and all are real-time, is accessible to 1.8M users across multiple locations, which include Agents, Navigators, Customer Service Representatives, and residents of the State of Washington, and has a contract value exceeding \$10M. An n-tiered application, available on the web and through a native mobile application with screens that are responsive and accessible through mobile phones, PDAs, and tablets.</p> <p>Debi led the security modernization strategy and implementation of security controls to enhance HBE's overall security posture aligned to applicable federal and state requirements, including NIST 800-53 rev4, MARS-E 2, and IRS 1075. Debi supported identity modernization, such as progressive login, MFA, and a password-less journey for HBE to enhance UX through adoption of digital identity in meeting the organization mission. Debi oversaw the control design for HBE's migration to the cloud. Debi's work includes developing, implementing, improving, and monitoring industry standard security strategies, solutions, and processes on this cloud project.</p>	
Total Duration of all Projects cited to meet the MQ:	103 months

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification ME-S33	A minimum of three (3) years of experience within the past ten (10) years applying Information Security principles, methods, and techniques in the development of Project security Deliverables on Projects involving large and complex IT systems.
Project #1	Contact #1
Company Name: California Statewide Automated Welfare System (CalSAWS)	Contact Name: [REDACTED]
Project Name: BenefitsCal	Company Name: California Statewide Automated Welfare System (CalSAWS)
Time Period: 08/15/2020 – Present	Phone Number: [REDACTED]
Percentage of Time: 10	Email: [REDACTED]
Staff Role: Security Lead	
Description of relevant experience:	
<p>Debi served as the Security Officer for BenefitsCal, a unified self-service portal that transitions the three existing portals used by the different California counties into a consolidated system. The system is a Mobile App Portal built on server architecture and uses React JS to allow it to render on cross-devices. Clients, CBOs/FBOs, and Advocates of the State of California use this portal system to apply to different state and federal programs like MediCal, CalFRESH, CalWORKs, etc. This is a large and complex IT systems development project. The State of California is working to unify three different Consortium applications into one integrated eligibility system to determine financial eligibility for Health and Human Service programs, including Medicaid, CalFresh, and CalWORKs, for over 4 million Californians. BenefitsCal is a portal where Californians can get and manage benefits online. BenefitsCal is a system that integrates with at least two applications, two of which is a COTS. It is a solution which interfaces with at least seven external systems, all of which are in real-time. The solution is used by more than 1,000 users at multiple locations, including a customer facing front-end optimized for multiple user interface platforms. The project contract value of more than \$10 million. Debi led efforts to implement Information Security principles, methods, and techniques in the development of Project security Deliverables.</p>	
Project #2	Contact #2
Company Name: State of California	Contact Name: [REDACTED]
Project Name: California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)	Company Name: State of California
Time Period: 09/02/2019 – Present	Phone Number: [REDACTED]
Percentage of Time: 90 – 100	Email: [REDACTED]
Staff Role: Security Officer	
Description of relevant experience:	
<p>Debi served as Security Officer for California's large and complex eligibility system, CalHEERS, which integrates 10 applications, 2 COTS applications, interfaces with 41 external systems, including 30 real-time applications. This Maintenance & Operations project provides</p>	

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

enhancements, security, maintenance, subcontractor and product vendor management, helpdesk support, and ongoing operations of core applications. Deloitte is tasked with the implementation of accelerated modernization programs, including the migration and optimization to an AWS Cloud environment, delivery model transformation (Agile/DevOps), and workforce transformation. This system is **accessed by more than one thousand users at multiple locations, includes multi-tiered processing, including a customer interface, with a contract value exceeding \$10M.** The team also implemented multiple system enhancements while simultaneously maintaining current operations, such as enabling and expanding the Special Enrollment Period for COVID-19-impacted individuals to apply for subsidized health coverage, allowing **more than 7.7M consumers in multiple locations** to apply for health coverage since May 2020.

Debi is responsible for platform modernization and maintenance of IAM, access control, threat management, cloud security, and desktop security capabilities to meet applicable state and federal requirements. **He is responsible for applying information security principles, methods, and techniques in the development of CalHEERS security deliverables and work products.** CalHEERS maintains a complex set of security requirements and deliverables that Debi manages.

Project #3	Contact #3
Company Name: University of Southern California	Contact Name: [REDACTED]
Project Name: SecureUSC	Company Name: University of Southern California
Time Period: 09/02/2018 – 08/22/2019	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Security Program Manager	
Description of relevant experience:	
<p>The SecureUSC project integrates more than 20 applications, four COTS products, and interfaces with more than 30 external systems, including ten real-time applications. The solution was used by more than 400,000 end users at multiple locations and has a multi-tiered processing end user portal. The value of the contract exceeds \$10M.</p> <p>Debi led modernization of the IAM and cloud security program for USC. He oversaw a highly complex identity governance project in USC's highly federated environment. As part of the technology transformation initiative, Debi also oversaw design and implementation of cloud security controls and DevSecOps for the university. Debi was responsible for applying Information security principles, methods, and techniques in the development of project security deliverables on this large and complex IT systems project.</p>	
Project #4	Contact #4
Company Name: Washington Health Benefit Exchange (WA HBE)	Contact Name: [REDACTED]
Project Name: Washington Healthplanfinder Project	Company Name: State of Washington
Time Period: 06/06/2016 – 08/26/2018	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

Staff Role: Security Lead

Description of relevant experience:

The State of Washington Health Benefit Exchange (HBE) is the State's health insurance marketplace, dedicated to providing health and dental program services for APTC, QHP, CHIP, and Medicaid eligible Washingtonians. Deloitte has been the System Integrator (SI) for HBE since 2012, and the prime M&O contractor since October 2013, helping HBE operate and enhance its large and complex IT system platform, Healthplanfinder (HPF). Available on both the web and via a native mobile app, the HPF application is **accessed by 1 in every 4 Washingtonians** seeking to find, compare, and enroll in qualified health and dental insurance plans each year. As the System Integrator, Deloitte's responsibilities are to design, implement, and deliver system modifications / enhancements, and manage the end-to-end operations of the production system. Deloitte also runs the daily operations of the Exchange, of which a subset of activities includes, ticket triage and root cause analysis, defect, and data fixes, coordinating **all system maintenance activities** with hosting vendor, batch execution and monitoring, managing and implementing the enterprise-wide patching plan, continuous system monitoring and threat detection, daily operational reporting, and data storage monitoring and mitigation. **Washington Healthplanfinder integrates with 4 applications, 2 of which are COTS, interfaces with 6 external systems and all are real-time, is accessible to 1.8M users across multiple locations, which include Agents, Navigators, Customer Service Representatives, and residents of the State of Washington, and has a contract value exceeding \$10M.** An n-tiered application, available on the web and through a native mobile application with screens that are responsive and accessible through mobile phones, PDAs, and tablets.

Debi led the **security modernization strategy and implementation of security controls** to enhance HBE's overall security posture aligned to applicable federal and state requirements, including NIST 800-53 rev4, MARS-E 2, and IRS 1075. He oversaw the control design and deliverables for HBE's migration to the cloud. Debi was responsible for applying Information security principles, methods, and techniques in the development of project security deliverables on this large and complex IT systems project.

Total Duration of all Projects cited to meet the MQ:

103 months

Minimum
Qualification ME-S34

A minimum of three (3) years of experience assessing system data sensitivity using security categorizations (e.g., FIPS Publication 199) to identify appropriate security controls to protect Personally Identifiable Information (PII), Protected Health Information (PHI), and/or Federal Tax Information (FTI) data.

Project #1

Contact #1

Company Name: California Statewide Automated Welfare System (CalSAWS)

Contact Name: [REDACTED]

Project Name: BenefitsCal

Company Name: California Statewide Automated Welfare System (CalSAWS)

Time Period: 08/15/2020 – Present

Phone Number: [REDACTED]

Percentage of Time: 10

Email: [REDACTED]

Staff Role: Security Lead

Description of relevant experience:

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

Debi served as the Security Officer for BenefitsCal, a unified self-service portal that transitions the three existing portals used by the different California counties into a consolidated system. The system is a Mobile App Portal built on server architecture and uses React JS to allow it to render on cross-devices. Clients, CBOs/FBOs, and Advocates of the State of California use this portal system to apply to different state and federal programs like MediCal, CalFRESH, CalWORKs, etc. This is a large and complex IT systems development project. The State of California is working to unify three different Consortium applications into one integrated eligibility system to determine financial eligibility for Health and Human Service programs, including Medicaid, CalFresh, and CalWORKs, for over 4 million Californians. BenefitsCal is a portal where Californians can get and manage benefits online. BenefitsCal is a system that integrates with at least two applications, two of which is a COTS. It is a solution which interfaces with at least seven external systems, all of which are in real-time. The solution is used by more than 1,000 users at multiple locations, including a customer facing front-end optimized for multiple user interface platforms. The project contract value of more than \$10 million. Debi worked with the team to define security controls to provide access to student data (PII and PHI) on a need-to-know basis, while protecting it from unauthorized access. He oversaw implementation of data security for data in motion and data at rest by leveraging appropriate security encryption algorithms aligned to FIPS 140-2.

Project #2

Contact #2

Company Name: State of California

Contact Name: [REDACTED]

Project Name: California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)

Company Name: State of California

Time Period: 09/02/2019 – Present

Phone Number: [REDACTED]

Percentage of Time: 90 – 100

Email: [REDACTED]

Staff Role: Security Officer

Description of relevant experience:

Debi serves as Security Officer for California's large and complex eligibility system, CalHEERS, **which integrates 10 applications, 2 COTS applications, interfaces with 41 external systems, including 30 real-time applications.** This Maintenance & Operations project provides enhancements, security, maintenance, subcontractor and product vendor management, helpdesk support, and ongoing operations of core applications. Deloitte is tasked with the implementation of accelerated modernization programs, including the migration and optimization to an AWS Cloud environment, delivery model transformation (Agile/DevOps), and workforce transformation. This system is **accessed by more than one thousand users at multiple locations, includes multi-tiered processing, including a customer interface, with a contract value exceeding \$10M.** The team also implemented multiple system enhancements while simultaneously maintaining current operations, such as enabling and expanding the Special Enrollment Period for COVID-19-impacted individuals to apply for subsidized health coverage, allowing **more than 7.7M consumers in multiple locations** to apply for health coverage since May 2020.

Debi works with the State privacy and application teams to design appropriate controls to provide access to the data on a need-to-know basis while protecting it from unauthorized access. He oversees implementation of data security for data in motion and data at rest by leveraging appropriate security encryption algorithms in alignment with FIPS 140-2 for HBE to protect the PII, PHI, and FTI data. Debi oversees various compliance audit activities specific to data security by federal and state entities such as CMS and IRS.

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
Project #3	Contact #3
Company Name: University of Southern California	Contact Name: [REDACTED]
Project Name: SecureUSC	Company Name: University of Southern California
Time Period: 09/02/2018 – 08/22/2019	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Security Program Manager	
Description of relevant experience:	
<p>The SecureUSC project integrates more than 20 applications, four COTS products, and interfaces with more than 30 external systems, including ten real-time applications. The solution was used by more than 400,000 end users at multiple locations and has a multi-tiered processing end user portal. The value of the contract exceeds \$10M.</p> <p>As part of USC's SecureUSC program, Debi was responsible for building capabilities across security operations and digital identities. Debi's responsibilities were to: Provide modern identity and security operations capabilities such as identity governance, multi-factor authentication (MFA), progressive authentication, access certification, security operations center, and vulnerability program. The program helped USC establish a uniform security program across central IT and 56 schools and business units (S/Bu); Helped university define KPIs/SLAs to measure success of the SecureUSC program; Provided input to university security policies and standards to align with applicable security compliance requirements (i.e., NIST, HIPAA, GLBA, PCI); Led requirements gathering, design, and implementation of USC's identity cloud platform per FedRAMP moderate compliance requirements.</p> <p>Debi worked with USC's privacy and ISO team to define security controls to provide access to student data (PII and PHI) on a need-to-know basis, while protecting it from unauthorized access. He oversaw implementation of data security for data in motion and data at rest by leveraging appropriate security encryption algorithms aligned to FIPS 140-2.</p>	
Project #4	Contact #4
Company Name: Washington Health Benefit Exchange (WA HBE)	Contact Name: [REDACTED]
Project Name: Washington Healthplanfinder Project	Company Name: State of Washington
Time Period: 06/06/2016 – 08/26/2018	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Security Lead	
Description of relevant experience:	
<p>The State of Washington Health Benefit Exchange (HBE) is the State's health insurance marketplace, dedicated to providing health and dental program services for APTC, QHP, CHIP, and Medicaid eligible Washingtonians. Deloitte has been the System Integrator (SI) for HBE</p>	

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

since 2012, and the prime M&O contractor since October 2013, helping HBE operate and enhance its large and complex IT system platform, Healthplanfinder (HPF). Available on both the web and via a native mobile app, the HPF application is **accessed by 1 in every 4 Washingtonians** seeking to find, compare, and enroll in qualified health and dental insurance plans each year. As the System Integrator, Deloitte's responsibilities are to design, implement, and deliver system modifications / enhancements, and manage the end-to-end operations of the production system. Deloitte also runs the daily operations of the Exchange, of which a subset of activities includes, ticket triage and root cause analysis, defect, and data fixes, coordinating **all system maintenance activities** with hosting vendor, batch execution and monitoring, managing and implementing the enterprise-wide patching plan, continuous system monitoring and threat detection, daily operational reporting, and data storage monitoring and mitigation. **Washington Healthplanfinder integrates with 4 applications, 2 of which are COTS, interfaces with 6 external systems and all are real-time, is accessible to 1.8M users across multiple locations, which include Agents, Navigators, Customer Service Representatives, and residents of the State of Washington, and has a contract value exceeding \$10M.** An n-tiered application, available on the web and through a native mobile application with screens that are responsive and accessible through mobile phones, PDAs, and tablets.

Debi was responsible for developing the security modernization roadmap and implementing key security initiatives to enhance the security posture against CMS standards for the State's HBE. He was directly responsible for collaborating with the application development teams, technical architects, and security policy experts to define and implement an integrated framework of solution security architecture. His relevant scope of activities included: Led technical security component implementation for HBE, a large and complex IT system; Led HBE's security integration and operations activities, which included Oracle IAM COTS products; Oversaw CMS ATC, MARS-E, and IRS security and privacy compliance program; Oversaw security implementation and M&O of all security components within the solution; Monitored and verified system compliance with state/federal security regulations, policies, and standards.

Debi worked with the state privacy and application teams to design appropriate controls to provide access to student data on a need-to-know basis, while protecting the data from unauthorized access. He oversaw implementation of security controls aligned to FIPS 140-2 to protect the PII and PHI data from unauthorized access during motion and at rest. Debi collaborated with the state security team to oversee various compliance audit activities specific to data security by federal and state entities such as CMS and IRS.

Total Duration of all Projects cited to meet the MQ:

103 months

Minimum
Qualification ME-S35

A minimum of three (3) years of experience with systems that comply with NIST 800-53 moderate baseline.

Project #1

Contact #1

Company Name: California Statewide Automated Welfare System (CalSAWS)

Contact Name: [REDACTED]

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

<i>Project Name: BenefitsCal</i>	<i>Company Name: California Statewide Automated Welfare System (CalSAWS)</i>
<i>Time Period: 08/15/2020 – Present</i>	<i>Phone Number: [REDACTED]</i>
<i>Percentage of Time: 10</i>	<i>Email: [REDACTED]</i>
<i>Staff Role: Security Lead</i>	
<i>Description of relevant experience:</i> Debi served as the Security Officer for BenefitsCal, a unified self-service portal that transitions the three existing portals used by the different California counties into a consolidated system. The system is a Mobile App Portal built on server architecture and uses React JS to allow it to render on cross-devices. Clients, CBOs/FBOs, and Advocates of the State of California use this portal system to apply to different state and federal programs like MediCal, CalFRESH, CalWORKs, etc. This is a large and complex IT systems development project. The State of California is working to unify three different Consortium applications into one integrated eligibility system to determine financial eligibility for Health and Human Service programs, including Medicaid, CalFresh, and CalWORKs, for over 4 million Californians. BenefitsCal is a portal where Californians can get and manage benefits online. BenefitsCal is a system that integrates with at least two applications, two of which is a COTS. It is a solution which interfaces with at least seven external systems, all of which are in real-time. The solution is used by more than 1,000 users at multiple locations, including a customer facing front-end optimized for multiple user interface platforms. The project contract value of more than \$10 million. Debi led efforts to comply with MARS-E 2.0 and National Institute of Standards and Technology (NIST) 800-53 moderate baseline.	
Project #2	Contact #2
<i>Company Name: State of California</i>	<i>Contact Name: [REDACTED]</i>
<i>Project Name: California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)</i>	<i>Company Name: State of California</i>
<i>Time Period: 09/02/2019 – Present</i>	<i>Phone Number: [REDACTED]</i>
<i>Percentage of Time: 90 – 100</i>	<i>Email: [REDACTED]</i>
<i>Staff Role: Security Officer</i>	
<i>Description of relevant experience:</i> Debi serves as Security Officer for California's large and complex eligibility system, CalHEERS, which integrates 10 applications, 2 COTS applications, interfaces with 41 external systems, including 30 real-time applications. This Maintenance & Operations project provides enhancements, security, maintenance, subcontractor and product vendor management, helpdesk support, and ongoing operations of core applications. Deloitte is tasked with the implementation of accelerated modernization programs, including the migration and optimization to an AWS Cloud environment, delivery model transformation (Agile/DevOps), and workforce transformation. This system is accessed by more than one thousand users at multiple locations, includes multi-tiered processing, including a customer interface, with a contract value exceeding \$10M. The team also implemented multiple system enhancements while simultaneously maintaining current operations, such as enabling and expanding the Special Enrollment Period for COVID-19-impacted individuals to apply for subsidized health coverage, allowing more than 7.7M consumers in multiple locations to apply for health coverage since May 2020.	

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

Debi oversees overall security compliance to protect data from unauthorized access. He works with the other teams and CCA CISO to develop the System Security Plan (SSP) aligned to NIST 800-53 and MARS-E 2.2. As part of ongoing security operations, Debi oversees the progress of security controls established in the POA&M, along with an annual refresher of the security artifacts. He collaborates with the CISO and other third parties to evaluate changes to the security boundary of the system and helps address gaps in the system.

Project #3	Contact #3
Company Name: University of Southern California	Contact Name: [REDACTED]
Project Name: SecureUSC	Company Name: University of Southern California
Time Period: 09/02/2018 – 08/22/2019	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Security Program Manager	
Description of relevant experience:	
<p>The SecureUSC project integrates more than 20 applications, four COTS products, and interfaces with more than 30 external systems, including ten real-time applications. The solution was used by more than 400,000 end users at multiple locations and has a multi-tiered processing end user portal. The value of the contract exceeds \$10M.</p> <p>As part of USC's SecureUSC program, Debi was responsible for building capabilities across security operations and digital identities. Debi's responsibilities were to: Provide modern identity and security operations capabilities such as identity governance, multi-factor authentication (MFA), progressive authentication, access certification, security operations center, and vulnerability program. The program helped USC establish a uniform security program across central IT and 56 schools and business units (S/Bu); Helped university define KPIs/SLAs to measure success of the SecureUSC program; Provided input to university security policies and standards to align with applicable security compliance requirements (i.e., NIST, HIPAA, GLBA, PCI); Led requirements gathering, design, and implementation of USC's identity cloud platform per FedRAMP moderate compliance requirements.</p> <p>Debi oversaw implementation of security compliance controls aligned to NIST 800-53 to protect data from unauthorized access. Debi oversaw the progress of security controls established in the POA&M and evaluated changes to the security boundary of the system and helped to address gaps in the system.</p>	
Project #4	Contact #4
Company Name: Washington Health Benefit Exchange (WA HBE)	Contact Name: [REDACTED]
Project Name: Washington Healthplanfinder Project	Company Name: State of Washington
Time Period: 06/06/2016 – 08/26/2018	Phone Number: [REDACTED]

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

Percentage of Time: 100

Staff Role: Security Lead

Description of relevant experience:

The State of Washington Health Benefit Exchange (HBE) is the State's health insurance marketplace, dedicated to providing health and dental program services for APTC, QHP, CHIP, and Medicaid eligible Washingtonians. Deloitte has been the System Integrator (SI) for HBE since 2012, and the prime M&O contractor since October 2013, helping HBE operate and enhance its large and complex IT system platform, Healthplanfinder (HPF). Available on both the web and via a native mobile app, the HPF application is accessed by 1 in every 4 Washingtonians seeking to find, compare, and enroll in qualified health and dental insurance plans each year. As the System Integrator, Deloitte's responsibilities are to design, implement, and deliver system modifications / enhancements, and manage the end-to-end operations of the production system. Deloitte also runs the daily operations of the Exchange, of which a subset of activities includes, ticket triage and root cause analysis, defect, and data fixes, coordinating **all system maintenance activities** with hosting vendor, batch execution and monitoring, managing and implementing the enterprise-wide patching plan, continuous system monitoring and threat detection, daily operational reporting, and data storage monitoring and mitigation. **Washington Healthplanfinder integrates with 4 applications, 2 of which are COTS, interfaces with 6 external systems and all are real-time, is accessible to 1.8M users across multiple locations, which include Agents, Navigators, Customer Service Representatives, and residents of the State of Washington, and has a contract value exceeding \$10M.** An n-tiered application, available on the web and through a native mobile application with screens that are responsive and accessible through mobile phones, PDAs, and tablets.

Debi was responsible for developing the security modernization roadmap and implementing key security initiatives to enhance the security posture against CMS standards for the State's HBE. He was directly responsible for collaborating with the application development teams, technical architects, and security policy experts to define and implement an integrated framework of solution security architecture. His relevant scope of activities included: Led technical security component implementation for HBE, a large and complex IT system; Led HBE's security integration and operations activities, which included Oracle IAM COTS products; Oversaw CMS ATC, MARS-E, and IRS security and privacy compliance program; Oversaw security implementation and M&O of all security components within the solution; Monitored and verified system compliance with state/federal security regulations, policies, and standards.

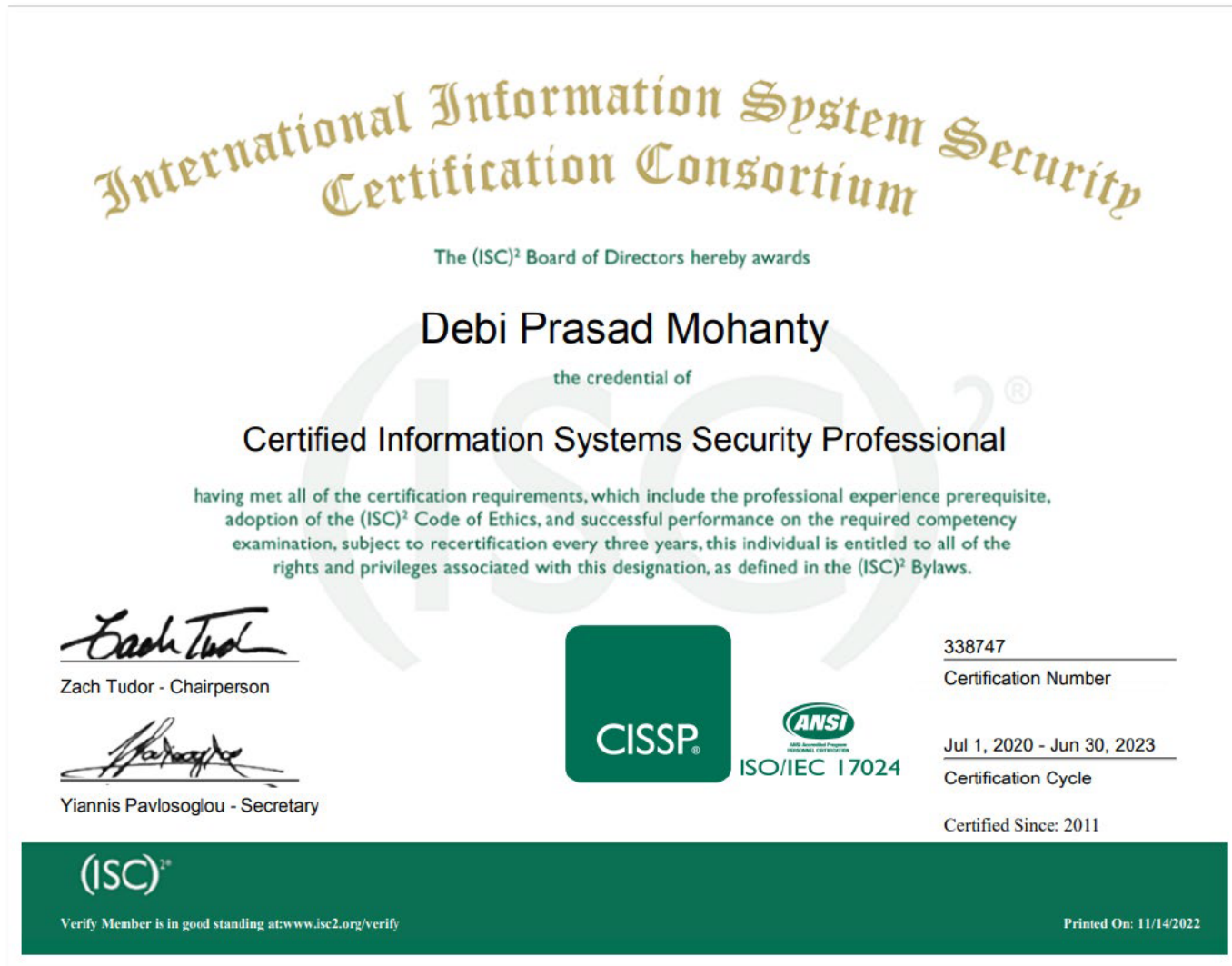
Debi oversaw compliance review of the HPF system by internal stakeholders and state/federal entities such as CMS and IRS. He collaborated with various internal and external stakeholders to mitigate risk to comply with application security standards.

Total Duration of all Projects cited to meet the MQ:

103 months

Minimum Qualification ME-S36	Hold an (ISC)2® Certified Information Systems Security Professional (CISSP) certification, or ISACA Certified Information Security Manager (CISM) and maintain for the duration of the contract.			
Certification / Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link; if not available, attach a copy to the offer
CISSP	338747	06/01/2011	06/20/2023	Copy attached

Attached Certification:



1.10 M&E Test Manager, Mufaddal Tinmaker

M&E TEST MANAGER					
PART 1 – RÉSUMÉ					
Contractor	Deloitte Consulting LLP				
Candidate Name	Mufaddal Tinmaker				
Position in the Company	Manager	Length of Time in Position	1 year, 7 months Overall time at company (5 years, 2 months)		
Project Position & Responsibilities	As the M&E Test Manager, Mufaddal oversees and monitors M&E testing activities, from creating test scripts through unit, system, integration, and user acceptance testing. Central to this role is the management of the System Change Request (SCR) test process. He validates that the Deloitte Test team possesses the necessary skill set and experience to carry out application functions required by the SDLC. Responsibilities include: Managing the day-to-day activities of the Deloitte Test Team; Overseeing planning, development, and execution of M&E testing; Leading and coordinating with the development, business, and technical teams to execute all testing activities; Coordinating and supporting the Consortium-provided UAT and County Validation Tester; Tracking all test defects; Assisting the Consortium in determining defect severity levels for all defects; Tracking all defects through retest and timely resolution.				
Skills & Qualifications for Project Position	Mufaddal exceeds all skills, qualifications, and requirements for the project position. Overall, Mufaddal possesses 13 years of experience working with IT systems, stakeholders and contractors to oversee M&E testing processes.				
Relevant Experience (Add additional tables as needed)					
Project Title	California Statewide Automated Welfare System (CalSAWS) Consortium – BenefitsCal				
Position Title	Test Manager				
Begin Date	11/02/2020	End Date	Present	# of Months	26
Scope and Description of Responsibility	BenefitsCal is a unified self-service portal that transitions the three existing portals used by the different California counties into a consolidated system. The system is a Mobile App Portal built on server architecture and uses React JS to allow it to render on cross-devices. Clients, CBOs/FBOs, and Advocates of the State of California use this portal system to apply to different state and federal programs like MediCal, CalFRESH, CalWORKs, etc. The responsibilities of the Test Manager include overseeing the testing activities from creating test scripts through unit, system, integration, regression, performance, security, and usability, ADA, and user acceptance testing.				
Skills Utilized and Experience Attained	The skills utilized include managing the day-to-day activities of the test team, overseeing planning, development, and execution of testing, including automated testing tools. The experience gained including leading and coordinating with the development, business, and technical teams to execute all testing activities, and working with CalSAWS Consortium, Counties, and project team members across testing activities.				

M&E TEST MANAGER					
Project Title	North Dakota, Department of Health and Human Services – Self Service Portal and Consolidated Eligibility System (SPACES).				
Position Title	Testing Lead & QA and Release Manager				
Begin Date	05/01/2015	End Date	10/30/2020	# of Months	65
Scope and Description of Responsibility	SPACES is a fully integrated self-service portal and an Integrated eligibility system used by clients, child care providers, and policy and eligibility caseworkers of the State of North Dakota to determine eligibility for state and federal programs like SNAP, TANF, CCAP, and Medicaid (MAGI and Non-MAGI). The responsibilities of the Testing Lead & QA and Release Manager included planning, estimating, scheduling, and managing system integration testing and all aspects of releases, including defect prioritization and defect fixes.				
Skills Utilized and Experience Attained	The skills utilized include managing the requirement traceability of test cases and test scenarios to validate coverage, drive test case design, QA and functional review, and test coverage activities. The experience gained include performing defect triage with the develop and design teams to separate design and code issues, managing all testing environments with respect to availability, data refreshes, and code promotions. The experience gained also includes working on a Large and Complex IT system implementation in Human Services.				
Relevant Experience (Add additional tables as needed)					
Project Title	[REDACTED]				
Position Title	Senior Software Test Engineer				
Begin Date	10/01/2011	End Date	04/30/2015	# of Months	43
Scope and Description of Responsibility	[REDACTED] rents online spaces to render different ads based on a backend logic to efficiently improve user experience and track user activities using browser cookies. The responsibilities of the Senior Software Test Engineer included executing tests on reporting systems and leading an automation testing team. Mufaddal also oversaw planning, development, and execution of testing. He also coordinated with the development, business, and technical teams to execute all testing activities.				
Skills Utilized and Experience Attained	The skills utilized include pre preparing test cases, reviewing test cases, and setting up test data for systems integration tests. The experience attained include executing manual test cases on the Statistics and Reporting System and leading a three-member Automation team to prepare and execute linear framework testing. He managed day-to-day testing activities, focusing on execution of testing. He worked diligently coordinating with the development, business, and technical teams to execute all testing activities. In addition, he also was adept at tracking all test defects, assisting the team in determining defect severity levels for all defects, and tracking all defects through retest and timely resolution.				
Relevant Experience (Add additional tables as needed)					
Project Title	[REDACTED] – [REDACTED] and [REDACTED]				

M&E TEST MANAGER					
Position Title	Software Tester				
Begin Date	09/01/2009	End Date	9/30/2011	# of Months	25
Scope and Description of Responsibility	<p>██████ and █████ are systems used to manage trade and finance-related banking transactions to produce instruments letters of credit, bank guarantees, and bills. Mufaddal designed and executed test cases. The responsibilities of the Senior Software Test Engineer included executing tests on reporting systems and leading an automation testing team. He managed day-to-day testing activities, focusing on execution of testing. He worked diligently coordinating with the development, business, and technical teams to execute all testing activities. In addition, he also was adept at tracking all test defects, assisting the team in determining defect severity levels for all defects, and tracking all defects through retest and timely resolution.</p>				
Skills Utilized and Experience Attained	<p>The skills utilized included, designing, and executing test cases to confirm tests covered in the scope business objectives. The experience attained included, validating data within the output files/database and reported the daily status to the portfolio manager, preparing daily/weekly/monthly status reports. In addition, Mufaddal also assisted the client in determining defect severity levels for all defects and tracking all defects through retest and timely resolution.</p>				
Education (add rows as needed)					
Years	Course of Study		School		
03/2006-03/2009	Bachelor of Commerce / Business Management		R.D. National College (Mumbai)		
06/2013-03/2016	Masters in Information Management		Jamnalal Bajaj Institute of Management Studies (Mumbai)		
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization		Dates		
Selenium Certified Professional	Deloitte University – CBO Academy		11/2020		
Advanced Certified Tester (CTA)	International Software Testing Qualifications Board		03/2015		
Certified Tester Foundational (CTF)	International Software Testing Qualifications Board		06/2011		
GNIT / Software Engineering	National Institute of Information Technology		08/2009		

PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification ME-S37	A minimum of five (5) years of experience within the past ten (10) years as Test Manager or Lead on Projects involving large and complex IT systems in a health and human services or health care services Project.
Project #1	Contact #1
Company Name: California Statewide Automated Welfare System (CalSAWS) Consortium	Contact Name: [REDACTED]
Project Name: BenefitsCal	Company Name: California Statewide Automated Welfare System (CalSAWS) Consortium
Time Period: 11/02/2020 – Present	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Test Manager	
<p>Description of relevant experience:</p> <p>BenefitsCal is a unified self-service portal that transitions the three existing portals used by the different California counties into a consolidated system. The system is a Mobile App Portal built on server architecture and uses React JS to allow it to render on cross-devices. Clients, Community and Faith-Based Organizations (CBOs/FBOs), and Advocates of the State of California use this portal system to apply to different state and federal programs like MediCal, CalFRESH, CalWORKs, etc. The BenefitsCal project is a Large and Complex IT project which integrates with 4 applications, 2 COTS applications, 7 external systems, 7 real-time systems, and is accessible in multiple locations to more than 1K County Staff, 1.3M+ end users, and is a contract value of more than \$10M.</p> <p>As the Test Manager, Mufaddal oversees the testing activities from creating test scripts through unit, system, integration, regression, performance, security, and usability, ADA, and user acceptance testing. He devised and executed all test plans in the project's design, development, and integration phases. In his role, he led testing efforts on all modules of BenefitsCal, the California customer portal. Mufaddal planned, estimated, scheduled, managed, and performed all system integration testing. He was the point of contact for all UAT activities and coordinated with vendor partners when necessary. He also led all requirements traceability activities for the test cases to validate coverage of all state requirements. In addition, Mufaddal performed all defect triage and prioritization with the State of California and developed reports for the State to show trends of project defects and test executions utilized to show project efficiencies and efficacies. He served as a Test Manager for this large and complex IT system in California and in Health and Human Services.</p>	
Project #2	Contact #2
Company Name: North Dakota, Department of Health and Human Services	Contact Name: [REDACTED]
Project Name: Self-Service Portal and Consolidated Eligibility System (SPACES)	Company Name: North Dakota Information Technology Department
Time Period: 05/04/2015 – 10/30/2020	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Testing Lead & QA Release Manager	
Description of relevant experience:	

PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE

The Self-Service Portal and Consolidated Eligibility System (SPACES) is a fully integrated self-service portal and an integrated eligibility system used by clients, childcare providers, and policy and eligibility caseworkers of the State of North Dakota to determine eligibility for state and federal programs like SNAP, TANF, CCAP, and Medicaid (MAGI and Non-MAGI). **This large and complex IT system is a solution that integrates more than 50 internal and external systems, with more than two applications, more than 30 COTS applications, more than 10 external systems, 31 interfaces in real-time.** This system is also **utilizes multi-tiered processing**, has a user interface that's front-end optimized and **accessible to 7000 end users in multiple locations. The contract value exceeds \$10M.**

The responsibilities of the Testing Lead & QA and Release Manager included planning, estimating, scheduling, and managing system integration testing and all aspects of releases, including defect prioritization and defect fixes. Mufaddal served as the testing lead on the SPACES project, a complex health and human services project delivering integrated eligibility services for the State of North Dakota. This project included 4 modules involving data conversion, interfaces, eligibility, and the customer self-service portal. He devised and executed all test plans in the project's design, development, and integration phases. In addition, Mufaddal planned, estimated, scheduled, managed, and performed all system integration testing. He also led all requirements traceability activities for the test cases to validate coverage of all state requirements. He was the point of contact for all UAT activities, coordinating with vendor partners when necessary. He served as a Test Manager for this large and complex IT system in Health and Human Services.

Total Duration of all Projects cited to meet the MQ:		91 months
Minimum Qualification ME-S38	A minimum of five (5) years of experience planning, preparing for, and executing system test, UAT, and/or regression tests in compliance with a recognized standard, such as IEEE or ISO.	
Project #1		Contact #1
Company Name: California Statewide Automated Welfare System (CalSAWS) Consortium		Contact Name: [REDACTED]
Project Name: BenefitsCal		Company Name: California Statewide Automated Welfare System (CalSAWS) Consortium
Time Period: 11/02/2020 – Present		Phone Number: [REDACTED]
Percentage of Time: 100		Email: [REDACTED]
Staff Role: Test Manager		
Description of relevant experience:		
BenefitsCal is a unified self-service portal that transitions the three existing portals used by the different California counties into a consolidated system. The system is a Mobile App Portal built on server architecture and uses React JS to allow it to render on cross-devices. Clients, Community and Faith-Based Organizations (CBOs/FBOs), and Advocates of the State of California use this portal system to apply to different state and federal programs like MediCal, CalFRESH, CalWORKs, etc. The BenefitsCal project is a Large and Complex IT project which integrates with 4 applications, 2 COTS applications, 7 external systems, 7 real-time systems, and is accessible in multiple locations to more than 1K County Staff, 1.3M+ end users, and is a contract value of more than \$10M.		

PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE

As Test Manager, Mufaddal executed all test plans in the project's design, development, and integration phases. He planned, estimated, scheduled, managed, and performed all system integration and regression testing. He was the point of contact for all UAT activities and followed ISO standards. This experience extends across planning, preparing for, and executing system test, UAT, and/or regression tests in compliance with recognized ISO standards. Central to this role is the management of the test process. He validates that the test team possesses the necessary skill set and experience to carry out application functions required by the SDLC. Mufaddal managed the day-to-day activities of the test team, including overseeing the planning, development, and execution of testing. He led and coordinated across infrastructure, development, application, and technical teams to execute all testing activities. He coordinated and supported testers, tracking test defects, determining defect severity levels, and tracking defects through retest and timely resolution.

Project #2	Contact #2
Company Name: North Dakota, Department of Health and Human Services	Contact Name: [REDACTED]
Project Name: Self-Service Portal and Consolidated Eligibility System (SPACES)	Company Name: North Dakota Information Technology Department
Time Period: 05/04/2015 – 10/30/2020	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Testing Lead & QA Release Manager	
<p>Description of relevant experience:</p> <p>The Self-Service Portal and Consolidated Eligibility System (SPACES) is a fully integrated self-service portal and an integrated eligibility system used by clients, childcare providers, and policy and eligibility caseworkers of the State of North Dakota to determine eligibility for state and federal programs like SNAP, TANF, CCAP, and Medicaid (MAGI and Non-MAGI). This large and complex IT system is a solution that integrates more than 50 internal and external systems, with more than two applications, more than 30 COTS applications, more than 10 external systems, 31 interfaces in real-time. This system is uses multi-tiered processing, has a user interface that's front-end optimized and accessible to 7000 end users in multiple locations. The contract value exceeds \$10M.</p> <p>As testing lead, Mufaddal executed all test plans and delivery of test results across 3 significant phases of the project. He performed all system integration testing using IEEE standards in each phase. This experience extends across planning, preparing for, and executing system test, UAT, and/or regression tests in compliance with recognized IEEE standards. Central to this role is the management of the test process. He validates that the test team possesses the necessary skill set and experience to carry out application functions required by the SDLC. Mufaddal managed the day-to-day activities of the test team, including overseeing the planning, development, and execution of testing. He led and coordinated across infrastructure, development, application, and technical teams to execute all testing activities. He coordinated and supported testers, tracking test defects, determining defect severity levels, and tracking defects through retest and timely resolution.</p>	
Project #3	Contact #3
Company Name: [REDACTED]	[REDACTED]

PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE	
<div>Time Period: 10/01/2011 – 04/30/2015</div> <div>Percentage of Time: 100</div> <div>Company Name:</div>	
<div>Description of relevant experience:</div> <p>rents online spaces to render different ads based on a backend logic to efficiently improve user experience and track user activities using browser cookies. The responsibilities of the Senior Software Test Engineer included executing tests on reporting systems and leading an automation testing team. Mufaddal also oversaw planning, development, and execution of testing. He also coordinated with the development, business, and technical teams to execute all testing activities.</p> <p>As the Senior Software Test Engineer, Mufaddal prepared and reviewed test cases, set up test data for the systems integration test, executed manual test cases on statistics and reporting systems, and led the automation team to prepare and execute linear framework testing. As a test engineer, he followed both IEEE and ISO standards in system tests, integration tests, regression tests, and UAT. Central to this role is the management of the test process. He validates that the test team possesses the necessary skill set and experience to carry out application functions required by the SDLC. Mufaddal executed the day-to-day activities of testing, and was involved in the planning, development, and execution of testing. He coordinated across infrastructure, development, application, and technical teams to execute all testing activities. He coordinated across teams to deliver on tracking test defects, determining defect severity levels, and tracking defects through retest and timely resolution.</p>	
<div>Project #4</div> <div>Company Name:</div> <div>Project Name: – and (</div> <div>Time Period: 09/01/2009 – 09/30/2011</div> <div>Percentage of Time: 100</div> <div>Staff Role: Software Tester</div>	<div>Contact #4</div>
<div>Description of relevant experience:</div> <p>and are systems used to manage trade and finance-related banking transactions to produce instruments letters of credit, bank guarantees, and bills. Mufaddal designed and executed test cases. The responsibilities of the Senior Software Test Engineer included executing tests on reporting systems and leading an automation testing team.</p> <p>As software tester, Mufaddal designed and executed test cases and ensured test coverage was within the scope of the business objectives. He gained experience across test types, including system integration, regression, and UAT. As a tester, he followed ISO standards. Central to this role is the management of the test process. He validates that the test team possesses the necessary skill set and</p>	

PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE	
experience to carry out application functions required by the SDLC. Mufaddal executed the day-to-day activities of testing, and provided input in the planning, development, and execution of testing. He coordinated across infrastructure, development, application, and technical teams to execute all testing activities. He coordinated across teams to deliver on tracking test defects, determining defect severity levels, and tracking defects through retest and timely resolution.	
Total Duration of all Projects cited to meet the MQ:	159 months
Minimum Qualification ME-S39	A minimum of five (5) years of experience with testing JAVA web-based applications, the CalSAWS Software interaction with Oracle databases, web services, and/or cloud services.
Project #1	Contact #1
Company Name: California Statewide Automated Welfare System (CalSAWS) Consortium	
Project Name: BenefitsCal	Company Name: California Statewide Automated Welfare System (CalSAWS) Consortium
Time Period: 11/02/2020 – Present	
Percentage of Time: 100	
Staff Role: Test Manager	
<p>Description of relevant experience:</p> <p>BenefitsCal is a unified self-service portal that transitions the three existing portals used by the different California counties into a consolidated system. The system is a Mobile App Portal built on server architecture and uses React JS to allow it to render on cross-devices. Clients, Community and Faith-Based Organizations (CBOs/FBOs), and Advocates of the State of California use this portal system to apply to different state and federal programs like MediCal, CalFRESH, CalWORKs, etc. The BenefitsCal project is a Large and Complex IT project which integrates with 4 applications, 2 COTS applications, 7 external systems, 7 real-time systems, and is accessible in multiple locations to more than 1K County Staff, 1.3M+ end users, and is a contract value of more than \$10M.</p> <p>Mufaddal served as a testing lead within the CALSAWS Consortium project. This project involved specializations in required systems, including JAVA web-based applications, web services, and cloud services.</p>	
Project #2	Contact #2
Company Name: North Dakota, Department of Health and Human Services	Contact Name:
Project Name: Self-Service Portal and Consolidated Eligibility System (SPACES)	Company Name: North Dakota Information Technology Department
Time Period: 05/04/2015 – 10/30/2020	Phone Number:

PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE	
Percentage of Time: 100	
Staff Role: Testing Lead & QA Release Manager	
Description of relevant experience:	
<p>The Self-Service Portal and Consolidated Eligibility System (SPACES) is a fully integrated self-service portal and an integrated eligibility system used by clients, childcare providers, and policy and eligibility caseworkers of the State of North Dakota to determine eligibility for state and federal programs like SNAP, TANF, CCAP, and Medicaid (MAGI and Non-MAGI). This large and complex IT system is a solution that integrates more than 50 internal and external systems, with more than two applications, more than 30 COTS applications, more than 10 external systems, 31 interfaces in real-time. This system is uses multi-tiered processing, has a user interface that's front-end optimized and accessible to 7000 end users in multiple locations. The contract value exceeds \$10M.</p> <p>Mufaddal served as the SPACES project's testing lead and QA release manager. This project involved multiple specializations in required systems, including JAVA web-based applications, web services, and cloud services.</p>	
Project #3	Contact #3
Company Name: [REDACTED]	Contact Name: [REDACTED]
Project Name: Rendering online advertisements on Ad Spots and Video Positions – [REDACTED] [REDACTED] [REDACTED]	Company Name: [REDACTED]
Time Period: 10/01/2011 – 04/30/2015	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Company Name: [REDACTED]	
Description of relevant experience:	
<p>[REDACTED] rents online spaces to render different ads based on a backend logic to efficiently improve user experience and track user activities using browser cookies. The responsibilities of the Senior Software Test Engineer included executing tests on reporting systems and leading an automation testing team. Mufaddal also oversaw planning, development, and execution of testing. He also coordinated with the development, business, and technical teams to execute all testing activities.</p> <p>As Senior Software Test Engineer, Mufaddal prepared and reviewed test cases with the following requirements: JAVA web-based applications, software interaction with Oracle databases, web services, and cloud services.</p>	
Project #4	Contact #4
Company Name: [REDACTED]	Contact Name: [REDACTED]
Project Name: [REDACTED] – [REDACTED] and [REDACTED] ([REDACTED])	Company Name: [REDACTED]
Time Period: 09/01/2009 – 09/30/2011	Phone Number: [REDACTED]

PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE	
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Software Tester	
Description of relevant experience:	
<p>[REDACTED] and [REDACTED] are systems used to manage trade and finance-related banking transactions to produce instruments letters of credit, bank guarantees, and bills. Mufaddal designed and executed test cases. The responsibilities of the Senior Software Test Engineer included executing tests on reporting systems and leading an automation testing team. The solution includes multi-tiered processing which includes a customer/user facing front end.</p>	
Total Duration of all Projects cited to meet the MQ:	159 months
Minimum Qualification ME-S40	A minimum of three (3) years of experience overseeing or testing applications with multiple stakeholders/customers with varied business priorities and varying levels of experience with automation systems.
Project #1	Contact #1
Company Name: California Statewide Automated Welfare System (CalSAWS) Consortium	Contact Name: [REDACTED]
Project Name: BenefitsCal	Company Name: California Statewide Automated Welfare System (CalSAWS) Consortium
Time Period: 11/02/2020 – Present	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Test Manager	
Description of relevant experience:	
<p>BenefitsCal is a unified self-service portal that transitions the three existing portals used by the different California counties into a consolidated system. The system is a Mobile App Portal built on server architecture and uses React JS to allow it to render on cross-devices. Clients, Community and Faith-Based Organizations (CBOs/FBOs), and Advocates of the State of California use this portal system to apply to different state and federal programs like MediCal, CalFRESH, CalWORKs, etc. The BenefitsCal project is a Large and Complex IT project which integrates with 4 applications, 2 COTS applications, 7 external systems, 7 real-time systems, and is accessible in multiple locations to more than 1K County Staff, 1.3M+ end users, and is a contract value of more than \$10M.</p> <p>Mufaddal is a leader within the CalSAWS Consortium project, a large and complex system involving many stakeholders. He triages with groups concerning defects, fixes, prioritizations, change requests, requirements, and many other vendors to generate successful outcomes. Stakeholders include state policies, county staff including onsite support, advocate groups, the County Welfare Directors Association (CWDA), California Department of Social Services (CDSS), California Department of Health Care Services (DHCS), business analysts, vendor partner systems like FIS and Gamefish among others. This experience includes overseeing and testing applications with multiple stakeholders/customers with varied business priorities and varying levels of experience with automation systems.</p>	
Project #2	Contact #2

PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE	
Company Name: North Dakota, Department of Health and Human Services	Contact Name: [REDACTED]
Project Name: Self-Service Portal and Consolidated Eligibility System (SPACES)	Company Name: North Dakota Information Technology Department
Time Period: 05/04/2015 – 10/30/2020	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Testing Lead & QA Release Manager	
<p>Description of relevant experience:</p> <p>The Self-Service Portal and Consolidated Eligibility System (SPACES) is a fully integrated self-service portal and an integrated eligibility system used by clients, childcare providers, and policy and eligibility caseworkers of the State of North Dakota to determine eligibility for state and federal programs like SNAP, TANF, CCAP, and Medicaid (MAGI and Non-MAGI). This large and complex IT system is a solution that integrates more than 50 internal and external systems, with more than two applications, more than 30 COTS applications, more than 10 external systems, 31 interfaces in real-time. This system is uses multi-tiered processing, has a user interface that's front-end optimized and accessible to 7000 end users in multiple locations. The contract value exceeds \$10M.</p> <p>Mufaddal served as a leader within this project, triaging between various stakeholders, including vendor partners to coordinate testing, UAT state stakeholders as the lead POC, development teams to facilitate defect triage between development and testing, as well as the change control board to discuss implications of the change log. Mufaddal communicated with program stakeholders, including SNAP, TANF, CCAP, and Medicaid, for the SPACES project to understand and act on business requirements. This experience includes overseeing and testing applications with multiple stakeholders/customers with varied business priorities and varying levels of experience with automation systems.</p>	
Project #3	Contact #3
Company Name: [REDACTED]	Contact Name: [REDACTED]
Project Name: [REDACTED]	Company Name: [REDACTED]
Time Period: 10/01/2011 – 04/30/2015	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Senior Software Test Engineer	
<p>Description of relevant experience:</p> <p>[REDACTED] rents online spaces to render different ads based on a backend logic to efficiently improve user experience and track user activities using browser cookies. The responsibilities of the Senior Software Test Engineer included executing tests on reporting systems and leading an automation testing team. Mufaddal also oversaw planning, development, and execution of testing. He also coordinated with the development, business, and technical teams to execute all testing activities.</p>	

PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE

As Senior Software Test Engineer, Mufaddal communicated with many stakeholders, including the ad posting and positioning team and members of the automation team. This experience includes overseeing and testing applications with multiple stakeholders/customers with varied business priorities and varying levels of experience with automation systems.

Total Duration of all Projects cited to meet the MQ:

134 months

Minimum
Qualification ME-S41

Experience testing in waterfall, agile and iterative SDLC models and mixed models (i.e., multiple SDLCs occurring concurrently).

Project #1

Contact #1

Company Name: California Statewide Automated Welfare System (CalsAWS) Consortium

Contact Name: [REDACTED]

Project Name: BenefitsCal

Company Name: California Statewide Automated Welfare System (CalsAWS) Consortium

Time Period: 11/02/2020 – Present

Phone Number: [REDACTED]

Percentage of Time: 100

Email: [REDACTED]

Staff Role: Test Manager

Description of relevant experience:

BenefitsCal is a unified self-service portal that transitions the three existing portals used by the different California counties into a consolidated system. The system is a Mobile App Portal built on server architecture and uses React JS to allow it to render on cross-devices. **Clients, Community and Faith-Based Organizations (CBOs/FBOs), and Advocates of the State of California use this portal system to apply to different state and federal programs like MediCal, CalFRESH, CalWORKs, etc.** The BenefitsCal project is a Large and Complex IT project which integrates with **4 applications, 2 COTS applications, 7 external systems, 7 real-time systems, and is accessible in multiple locations to more than 1K County Staff, 1.3M+ end users, and is a contract value of more than \$10M.**

Mufaddal delivered software and test results within the CALSAWS Consortium project using Waterfall and Agile methodologies.

Project #2

Contact #2

Company Name: North Dakota, Department of Health and Human Services

Contact Name: [REDACTED]

Project Name: Self-Service Portal and Consolidated Eligibility System (SPACES)

Company Name: North Dakota Information Technology Department

Time Period: 05/04/2015 – 10/30/2020

Phone Number: [REDACTED]

Percentage of Time: 100

Email: [REDACTED]

PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE

Staff Role: Testing Lead & QA Release Manager

Description of relevant experience:

The Self-Service Portal and Consolidated Eligibility System (SPACES) is a fully integrated self-service portal and an integrated eligibility system used by clients, childcare providers, and policy and eligibility caseworkers of the State of North Dakota to determine eligibility for state and federal programs like SNAP, TANF, CCAP, and Medicaid (MAGI and Non-MAGI). **This large and complex IT system is a solution that integrates more than 50 internal and external systems, with more than two applications, more than 30 COTS applications, more than 10 external systems, 31 interfaces in real-time.** This system is **uses multi-tiered processing**, has a user interface that's front-end optimized and **accessible to 7000 end users in multiple locations. The contract value exceeds \$10M.**

Mufaddal delivered software and test results in the SPACES project under a Waterfall and hybrid Agile SDLC.

Project #3

Company Name:

Project Name:

Time Period: 10/01/2011 – 04/30/2015

Percentage of Time: 100

Staff Role: Senior Software Test Engineer

Description of relevant experience:

rents online spaces to render different ads based on a backend logic to efficiently improve user experience and track user activities using browser cookies. The responsibilities of the Senior Software Test Engineer included executing tests on reporting systems and leading an automation testing team. Mufaddal also oversaw planning, development, and execution of testing. He also coordinated with the development, business, and technical teams to execute all testing activities.

As the Senior Software Test Engineer, Mufaddal used a waterfall SDLC.

Project #4

Company Name:

Project Name:

Time Period: 09/01/2009 – 09/30/2011

Percentage of Time: 100

Contact #4

PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE	
<i>Staff Role: Software Tester</i>	
<p><i>Description of relevant experience:</i></p> <p>██████ and ██████ are systems used to manage trade and finance-related banking transactions to produce instruments letters of credit, bank guarantees, and bills. Mufaddal designed and executed test cases. The responsibilities of the Senior Software Test Engineer included executing tests on reporting systems and leading an automation testing team.</p> <p>As the software tester, Mufaddal delivered test results, defects, and fixes under an Agile SDLC methodology.</p>	
<i>Total Duration of all Projects cited to meet the MQ:</i>	<i>159 months</i>

1.11 M&E Release Manager, Kimberle Buchter

M&E RELEASE MANAGER					
PART 1 – RÉSUMÉ					
Contractor	Deloitte Consulting LLP				
Candidate Name	Kimberle Buchter				
Position in the Company	Senior Manager	Length of Time in Position	2 years, 6 months Overall time at company (13 years, 4 months)		
Project Position & Responsibilities	As the M&E Release Manager, Kimberle is responsible for planning, structuring, deploying, and managing CalSAWS releases in coordination with the M&E Application and M&E Test Managers. Her responsibilities include: Managing the day-to-day activities of the Contractor's Release Team; Planning, developing, reviewing, and maintaining the release schedule in conjunction with the Consortium; Overseeing and conducting Release Readiness reviews; Collaborating with the Consortium to improve and mature release processes on a regular basis; Managing risks and resolving issues that affect release scope, schedule, and quality; Coordinating work among different Project teams to create and manage releases; Negotiating, planning, and managing all release activities; Leading and coordinating the readiness activities including the execution of the deployment plans; Overseeing and confirming the Documentation of key information such as build and release procedures, dependencies, defect fixes, and SCRs is reflected and documented accurately in the appropriate Deliverable; Presenting readiness status and issues to Consortium Management, Project Steering Committee, Project sponsors and stakeholders; Identifying and proactively bringing forward options that will provide the highest value to the Consortium.				
Skills & Qualifications for Project Position	Kimberle exceeds skills, qualifications, and requirements for the project position with 9 years and 7 months within the past ten (10) years of experience across two projects . Overall, Kimberle possesses over 13 years of experience as an IT functional in the state government sector delivering complex and innovative solutions working with stakeholders and staff to coordinate and modernize large and complex systems.				
Relevant Experience (Add additional tables as needed)					
Project Title	Louisiana Department of Children and Family Services (DCFS) – Louisiana Integrated Technology for Eligibility (LITE) Project				
Position Title	Release and Functional Track Manager				
Begin Date	12/15/2018	End Date	11/15/2022	# of Months	47
Scope and Description of Responsibility	Kimberle manages a team of 100+ resources in supporting project activities for Louisiana's Department of Children and Family Services (DCFS). She is primarily responsible for the delivery of a holistic solution to automate and modernize SNAP/TANF programs, and assuring the test plan and business scenarios cover adequate functionality across all modules. Kimberle also managed planning, developing reviewing and maintaining the release schedule, overseeing and conducting readiness reviews, maturing release processes.				

M&E RELEASE MANAGER					
Skills Utilized and Experience Attained	Kimberle leads initiatives to develop and expand SNAP/TANF business, procedures, and system knowledge utilization and transfer efforts. With stakeholders engagement and leadership, Kimberle manages the teams' efforts to streamline processes, increase access, and create a client-friendly system to human services programs. Kimberly also attained the skill set of managing risks and issues for release scope, schedule, and quality. In addition, she oversaw the process for negotiating, planning, and managing release activities, as well as documentation of build and release information.				
Project Title	Louisiana Department of Health (LDH) – Medicaid Eligibility Determination System Project (LaMEDS)				
Position Title	Track Lead/Deputy Application Release Manager				
Begin Date	01/02/2017	End Date	11/15/2022	# of Months	47
Begin Date	01/02/2017	End Date	12/14/2018	# of Months	23
Begin Date	10/01/2015	End Date	12/12/2016	# of Months	14
Scope and Description of Responsibility	Louisiana Medicaid Eligibility Determination System (LaMEDS), is vital to the Louisiana Department of Health it provides Medicaid eligibility status and confirmation to external entities, allowing enrollees to receive services in a timely manner and ensuring that providers of Medicaid services can bill and receive payment for services performed. Kimberle was accountable for the overall project scope, schedule, defect management, as well as strategy development, scenarios, and providing technical support. Kimberle led a multidisciplinary team in user interface, business rule, batch, and external interface design for the Louisiana Department of Health (LDH) to gather over 500 system requirements, which extend across Application Registration, Data Collection, and Eligibility Determination (rules). She was accountable for scope management, as well as major deliverable quality, documenting the strategy, scenarios, and providing technical support. She was responsible for the delivery of a holistic solution to automate and modernize SNAP/TANF programs, and assuring the test plan and business scenarios cover adequate functionality across all modules.				
Skills Utilized and Experience Attained	Kimberle leverages years of experience to define Medicaid policies, design and redesign eligibility determination rules, and outlining business scenarios. She incorporates highly desired expertise and technical skills such as; MS Project, Structured Query Language (SQL), JIRA, JAMA, IBM Workload Scheduler (IWS). Kimberly also attained the skill set of managing risks and issues for release scope, schedule, and quality. In addition, she oversaw the process for negotiating, planning, and managing release activities, as well as documentation of build and release information. Kimberle worked closely with leadership and across teams to provide oversight to scheduling the release, planning, documenting, and controlling the software's development and delivery process. She also provided regular status and readiness updates, managed and controlled release risks, and deployment of release as per schedule and within budget. Kimberly also attained the skill set of managing risks and issues for release scope, schedule, and quality. In addition, she oversaw the process for negotiating, planning, and managing release activities, as well as documentation of build and release information.				
Project Title	Washington Health Benefit Exchange (WA HBE) – Washington Healthplanfinder (WA HPF)				
Position Title	Functional Release Lead				

M&E RELEASE MANAGER					
Begin Date	05/15/2012	End Date	03/28/2014	# of Months	22
Scope and Description of Responsibility	<p>Kimberle lead a functional track and served as the enhancement release manager for the Washington Healthplanfinder Health Insurance Exchange. This solution provides health coverage to 1M+ individuals and families. She was involved in the delivery of a holistic solution to automate and modernize SNAP/TANF programs, and assuring the test plan and business scenarios cover adequate functionality. The State of Washington Health Benefit Exchange (HBE) is the State's health insurance marketplace, dedicated to providing health and dental program services for APTC, QHP, CHIP, and Medicaid eligible Washingtonians. Deloitte has been the System Integrator (SI) for HBE since 2012, and the prime M&O contractor since October 2013, helping HBE operate and enhance its large and complex IT system platform, Healthplanfinder (HPF). Available on both the web and via a native mobile app, the HPF application is accessed by 1 in every 4 Washingtonians seeking to find, compare, and enroll in qualified health and dental insurance plans each year. As the System Integrator, Deloitte's responsibilities are to design, implement, and deliver system modifications / enhancements, and manage the end-to-end operations of the production system. Deloitte also runs the daily operations of the Exchange, of which a subset of activities includes, ticket triage and root cause analysis, defect, and data fixes, coordinating all system maintenance activities with hosting vendor, batch execution and monitoring, managing, and implementing the enterprise-wide patching plan, continuous system monitoring and threat detection, daily operational reporting, and data storage monitoring and mitigation. Washington Healthplanfinder integrates with 4 applications, 2 of which are COTS, interfaces with 6 external systems and all are real-time, is accessible to 1.8M users across multiple locations, which include Agents, Navigators, Customer Service Representatives, and residents of the State of Washington, and has a contract value exceeding \$10M. An n-tiered application, available on the web and through a native mobile application with screens that are responsive and accessible through mobile phones, PDAs, and tablets.</p>				
Skills Utilized and Experience Attained	<p>Kimberle managed a team of 10 resources from requirements through implementation of one of the first health insurance exchanges in the country. Kimberly also developed. Kimberly also attained the skill set of managing risks and issues for release scope, schedule, and quality. In addition, she oversaw the process for negotiating, planning, and managing release activities, as well as documentation of build and release information.</p>				
Education (add rows as needed)					
Years	Course of Study	School			
05/2009	Bachelor of Science in Information Sciences & Technology	The Pennsylvania State University			
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization	Dates			
Certified Scrum Master (CSM)	Scrum Alliance (https://certification.scrumalliance.org/accounts/962201-Kimberle-buchter/certifications/1091549-csm)	07/2019 – 07/2023			

PART 2 – M&E RELEASE MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification ME-S42	A minimum of five (5) years of experience within the past ten (10) years as the release manager or lead on Projects involving large and complex IT systems in a health and human services or health care services Project.
Project #1	Contact #1
Company Name: Louisiana Department of Children and Family Services (DCFS)	Contact Name: [REDACTED]
Project Name: Louisiana Integrated Technology for Eligibility (LITE) Project	Company Name: Louisiana Department of Children and Family Services (DCFS)
Time Period: 12/15/2018 – 11/15/2022	Phone Number: [REDACTED]
Percentage of Time: 50	Email: [REDACTED]
Staff Role: Release and Functional Track Manager	
<p>Description of relevant experience:</p> <p>As Release and Functional Track Manager, Kimberle works closely with DCFS stakeholders to lead SNAP/TANF policy and systems efforts. Applying application strategy experience in large Government/State systems, of which, while working with Louisiana Department of Health (LDH) LaMEDS and Louisiana's Department of Children and Family Services (DCFS) LITE systems to integrate the agency's largest software systems. She manages 30+ staff and collaborates with LDH and DCFS counterparts to drive planning and execution during both release planning including release scope, development, and approach.</p> <p>Kimberle manages a team of 30+ resources for the Louisiana Department of Health (LDH) to gather over 500 system requirements, which extend across Application Registration, Data Collection, and Eligibility Determination (rules). The contract value exceeds \$10M.</p>	
Project #2	Contact #2
Company Name: Louisiana Department of Health (LDH)	Contact Name: [REDACTED]
Project Name: Medicaid Eligibility Determination System Project (LaMEDS)	Company Name: Louisiana Department of Health (LDH)
Time Period: 12/15/2018 – 11/15/2022, 01/02/2017 – 12/14/2018, 10/01/2015 – 12/12/2016	Phone Number: [REDACTED]
Percentage of Time: 12/15/2018 – 11/15/2022 at 50%, 01/02/2017 – 12/14/2018 at 100%, 10/01/2015 – 12/12/2016 at 100%	Email: [REDACTED]
Staff Role: Track Lead and Deputy Application Release Manager	
<p>Description of relevant experience:</p> <p>Kimberle served as the Track Lead and Deputy Application Manager working side by side with Louisiana Department of Health (LDH) to gather over 500 system requirements, which extending across Application Registration, Data Collection, and Eligibility Determination (rules) workstreams. She uses her blended technical and functional knowledge of Medicaid policy through to design eligibility determination rules, defining 1,400 business scenarios, and working within the field helping analyst navigate the system after release.</p>	

PART 2 – M&E RELEASE MANAGER MINIMUM QUALIFICATIONS TABLE

Kimberle manages and assist OTS in coordinating the test and production builds, defect prioritization before and after LaMEDS go live, and testing the LaMEDS system after each build to confirm that there we no regression issues. Additional responsibilities include planning LDH's testing approach for each UAT cycle and enhancement sprints; working closely with LDH to design a **large collection of applications, including more than two applications** for 11 plus Data Collection deliverables and to support New Orleans regional office to help analysts navigate the system. Kimberle served as the Track Lead and Deputy Application Manager for the end-to-end design and implementation of LaMEDS Data Collection and Eligibility Determination Rules. She established process and artifacts to be used for project deliverables to be submitted and reviewed. Kimberle also managed Requirements gathering sessions for over **500 requirements spanning the** Application Registration, Data Collection, and Eligibility Determination (rules) work streams of the project. She led team of 10 plus resources in user interface, business rule, batch, and external interface design, while maintaining accountability for overall scope management and deliverable quality. Leveraging her project management and leadership skills to priorities, perform resource strategy and planning, and meet critical deadlines.

Kimberle led efforts with technical and functional stakeholders. She was directly responsible for client relationship and staff management across multiple workstreams. This included managing the team (10+ team members) and developing and maintaining the schedule, leading a team of **30 + resources in supporting** the client. Kimberle was accountable for overall scope management, schedule management, and defect management. She established process and artifacts to be used for test management including defect management processes. She assists the client in documenting the strategy, scenarios, providing technical support, and more, for testing a defect. She incorporates **COTS applications, more than five external systems, and real-time systems** to address developing needs and manage risks, such as: MS Project, Structured Query Language (SQL), JIRA, JAMA, IBM Workload Scheduler (IWS). Also assisting in her ability to determine priorities, perform resource strategy and planning, and meet critical deadlines. The **project impacted more than one thousand users at multiple locations through integration with user facing front-end portals. The contract value exceeds \$10M.**

Project #3	Contact #3
Company Name: Washington Health Benefit Exchange (WA HBE)	Contact Name: [REDACTED]
Project Name: Washington Healthplanfinder (WA HPF)	Company Name: State of Washington
Time Period: 05/15/ 2012 – 03/28/2014	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Functional Release Lead	
Description of relevant experience:	
<p>The State of Washington Health Benefit Exchange (HBE) is the State's health insurance marketplace, dedicated to providing health and dental program services for APTC, QHP, CHIP, and Medicaid eligible Washingtonians. Deloitte has been the System Integrator (SI) for HBE since 2012, and the prime M&O contractor since October 2013, helping HBE operate and enhance its large and complex IT system platform, Healthplanfinder (HPF). Available on both the web and via a native mobile app, the HPF application is accessed by 1 in every 4 Washingtonians seeking to find, compare, and enroll in qualified health and dental insurance plans each year. As the System Integrator, Deloitte's responsibilities are to design, implement, and deliver system modifications / enhancements, and manage the end-</p>	

PART 2 – M&E RELEASE MANAGER MINIMUM QUALIFICATIONS TABLE	
<p>to-end operations of the production system. Deloitte also runs the daily operations of the Exchange, of which a subset of activities includes, ticket triage and root cause analysis, defect, and data fixes, coordinating all system maintenance activities with hosting vendor, batch execution and monitoring, managing, and implementing the enterprise-wide patching plan, continuous system monitoring and threat detection, daily operational reporting, and data storage monitoring and mitigation. Washington Healthplanfinder integrates with 4 applications, 2 of which are COTS, interfaces with 6 external systems and all are real-time, is accessible to 1.8M users across multiple locations, which include Agents, Navigators, Customer Service Representatives, and residents of the State of Washington, and has a contract value exceeding \$10M. An n-tiered application, available on the web and through a native mobile application with screens that are responsive and accessible through mobile phones, PDAs, and tablets.</p>	
<p>Total Duration of all Projects cited to meet the MQ: 143 months</p>	
Minimum Qualification ME-S43	A minimum of five (5) years of experience within the past ten (10) years, on Projects involving large and complex IT systems, where the Project scope included managing, planning, scheduling, and controlling Software builds through different stages and environments; including testing and deploying Software releases.
Project #1	Contact #1
Company Name: Louisiana Department of Children and Family Services (DCFS)	Contact Name: [REDACTED]
Project Name: Louisiana Integrated Technology for Eligibility (LITE) Project	Company Name: Louisiana Department of Children and Family Services (DCFS)
Time Period: 12/15/2018 – 11/15/2022	Phone Number: [REDACTED]
Percentage of Time: 50	Email: [REDACTED]
Staff Role: Release and Functional Track Manager	
<p>Description of relevant experience:</p> <p>As Release and Functional Track Manager, Kimberle has works closely with DCFS stakeholders to lead SNAP/TANF policy and systems efforts. Applying application testing methodology and strategy experience in large Government/State systems, of which, while working with Louisiana Department of Health (LDH) LaMEDS and Louisiana's Department of Children and Family Services (DCFS) LITE systems to integrate the agency's largest software systems. She manages 30+ staff and collaborates with LDH and DCFS counterparts to drive planning and execution during both SIT and UAT testing, covering over 18,000 test scripts. In her testing methodology, she has incorporated significant functional testing processes including Unit, Integration, System and Acceptance testing, as well as non-functional testing like performance, security, usability, and regression testing. Kimberle has been an essential member in the State strategy planning for their UAT testing.</p> <p>Kimberle manages a team of 30+ resources supporting the Louisiana Department of Health (LDH) to gather over 500 system requirements, which extend across Application Registration, Data Collection, and Eligibility Determination (rules). She drives planning, testing, tracking, release, deployment, communications, and risk management activities throughout the release management lifecycle. Kimberle plays an integral role in controlling software builds through different stages and in various testing and deployment environments. Kimberle was responsible for creating and driving the plan from start to finish. The contract value exceeds \$10M. The scope of Kim's work</p>	

PART 2 – M&E RELEASE MANAGER MINIMUM QUALIFICATIONS TABLE	
managing, planning, scheduling, and controlling software builds through different stages and environments, including testing and deploying Software releases.	
Project #2	Contact #2
Company Name: Louisiana Department of Health (LDH)	Contact Name: [REDACTED]
Project Name: Medicaid Eligibility Determination System Project (LaMEDS)	Company Name: Louisiana Department of Health (LDH)
Time Period: 12/15/2018 – 11/15/2022, 01/02/2017 – 12/14/2018, 10/01/ 2015 – 12/12/2016	Phone Number: [REDACTED]
Percentage of Time: 12/15/2018 – 11/15/2022 at 50% 01/02/2017 – 12/14/2018 at 100%, 10/01/ 2015 – 12/12/2016 at 100%	Email: [REDACTED]
Staff Role: Release and Functional Track Manager	
<p>Description of relevant experience:</p> <p>Kimberle served as the Release and Functional Track Manager working side by side with Louisiana Department of Health (LDH) to gather over 500 system requirements, which extending across Application Registration, Data Collection, and Eligibility Determination (rules) workstreams. She uses a blend of her technical and functional knowledge of Medicaid policy through to design eligibility determination rules, defining 1,400 business scenarios, and working within the field helping analyst navigate the system after release. Kimberle manages and assist OTS in coordinating the test and production builds, defect prioritization before and after LaMEDS go live, and testing the LaMEDS system after each build to confirm that there we no regression issues. Additional responsibilities include planning LDH's testing approach for each UAT cycle and enhancement sprints; working closely with LDH to design a large collection of applications, including more than two applications for 11 plus Data Collection deliverables and to support New Orleans regional office to help analysts navigate the system. Kimberle served as the Track Lead/Deputy Application Manager for the end-to-end design and implementation of LaMEDS Data Collection and Eligibility Determination Rules. She established process and artifacts to be used for project deliverables to be submitted and reviewed. Kimberle also managed Requirements gathering sessions for over 500 requirements spanning the Application Registration, Data Collection, and Eligibility Determination (rules) work streams of the project. She led team of 10 plus resources in user interface, business rule, batch, and external interface design, while maintaining accountability for overall scope management and deliverable quality. Leveraging her project management and leadership skills to priorities, perform resource strategy and planning, and meet critical deadlines</p> <p>Kimberle led efforts with technical and functional stakeholders through various phases of the project. She was directly responsible for client relationship and staff management across multiple workstreams. This included managing the onsite project team (10+ team members) and developing and maintaining the schedule, leading a team of 30 + resources in supporting the client. She effectively coordinates and communicates release schedule, release readiness and milestones in line with contract requirements and budget allocation. Kimberle is accountable for overall scope management, schedule management, and defect management. She established process and artifacts to be used for test management including defect management processes. She assists the client in documenting the strategy, scenarios, providing technical support. She incorporates COTS applications, more than five external systems, and real-time</p>	

PART 2 – M&E RELEASE MANAGER MINIMUM QUALIFICATIONS TABLE	
<p>systems to address developing needs and manage risks, such as: MS Project, Structured Query Language (SQL), JIRA, JAMA, IBM Workload Scheduler (IWS). Also assisting in her ability to determine priorities, perform resource strategy and planning, and meet critical deadlines. The project impacted more than one thousand users at multiple locations through integration with user facing front-end portals. The contract value exceeds \$10M. The scope of Kim's work managing, planning, scheduling, and controlling software builds through different stages and environments, including testing and deploying Software releases.</p>	
Project #3	Contact #3
Company Name: Washington Health Benefit Exchange (WA HBE)	Contact Name: [REDACTED]
Project Name: Washington Healthplanfinder (WA HPF)	Company Name: State of Washington
Time Period: 05/15/ 2012 – 03/28/2014	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Functional Release Lead	
Description of relevant experience:	
<p>The State of Washington Health Benefit Exchange (HBE) is the State's health insurance marketplace, dedicated to providing health and dental program services for APTC, QHP, CHIP, and Medicaid eligible Washingtonians. Deloitte has been the System Integrator (SI) for HBE since 2012, and the prime M&O contractor since October 2013, helping HBE operate and enhance its large and complex IT system platform, Healthplanfinder (HPF). Available on both the web and via a native mobile app, the HPF application is accessed by 1 in every 4 Washingtonians seeking to find, compare, and enroll in qualified health and dental insurance plans each year. As the System Integrator, Deloitte's responsibilities are to design, implement, and deliver system modifications / enhancements, and manage the end-to-end operations of the production system. Deloitte also runs the daily operations of the Exchange, of which a subset of activities includes, ticket triage and root cause analysis, defect, and data fixes, coordinating all system maintenance activities with hosting vendor, batch execution and monitoring, managing, and implementing the enterprise-wide patching plan, continuous system monitoring and threat detection, daily operational reporting, and data storage monitoring and mitigation. Washington Healthplanfinder integrates with 4 applications, 2 of which are COTS, interfaces with 6 external systems and all are real-time, is accessible to 1.8M users across multiple locations, which include Agents, Navigators, Customer Service Representatives, and residents of the State of Washington, and has a contract value exceeding \$10M. An n-tiered application, available on the web and through a native mobile application with screens that are responsive and accessible through mobile phones, PDAs, and tablets. The scope of Kim's work managing, planning, scheduling, and controlling software builds through different stages and environments, including testing and deploying Software releases.</p>	
Total Duration of all Projects cited to meet the MQ:	143 months

1.12 M&E Project Scheduler, Robert Daffin

M&E PROJECT SCHEDULER					
PART 1 – RÉSUMÉ					
Contractor	Deloitte Consulting LLP				
Candidate Name	Robert Daffin				
Position in the Company	Project Delivery Specialist	Length of Time in Position	4 years, 2 months Overall time at company (11 years, 2 months)		
Project Position & Responsibilities	As the M&E Project Scheduler, Robert provides scheduling expertise, is responsible for Work Plan development, scheduling, and coordinating with the Consortium and other CalSAWS contractors in their management of the Master Work Plan. The duties and responsibilities of the scheduler include: developing, monitoring, analyzing, and updating the M&E Work Plan using Microsoft Project; facilitating Work Plan development activities, tracking, analysis, reporting, and all supporting documentation; coordinating and managing inputs to the level of detail defined in the Master Work Plan; coordinating the collection and distribution of related task information (i.e., status, assignments, and Work completed by Staff), and work completed; confirming all deliverables, tasks, milestones, resources, risks, and dependencies (predecessors/successors) are tracked; performing risk analysis and identifying and resolving critical path and network impact concerns; collaborating with M&E team and Consortium to compare status, identify disparities, and provide input to the resolution of potential Work Plan and resource conflicts; preparing plans that can integrate into a Master CalSAWS Work Plan, identifying clear integration and coordination points with other contractor plans; and preparing as-needed status reports, Project delays, risks, and issues that prevent adherence to scheduled activities.				
Skills & Qualifications for Project Position	Robert exceeds the skills, qualifications, and requirements for the project position with 106 months of experience using Microsoft Project to plan, develop, maintain, and report on highly complex integrated master schedules and Work Plans for a large and complex IT System Project. He utilizes Project management best practice techniques and risk mitigation strategies as he incorporates different levels of progress in customized reports with tools such as Gantt, PERT, and milestone charting. Overall, Robert has over 10 years of experience working in project management specifically on large and complex IT projects in Health and Human Services across 4 states.				
Relevant Experience (Add additional tables as needed)					
Project Title	Tennessee Division of TennCare – Tennessee Eligibility Determination System (TEDS)				
Position Title	Work Plan and Schedule Lead				
Begin Date	1/03/2022	End Date	Present	# of Months	12
Scope and Description of Responsibility	The Tennessee Eligibility Determination System (TEDS) is a large and complex Health and Human Services project. As the Work Plan and Schedule Lead, Robert's scope and responsibilities includes developing, scheduling, and coordinating the Master Work Plan across project teams using Microsoft Project and industry best practices as outlined by the Project Management Body of Knowledge (PMBOK). Robert actively manages and maintains the work plan from inception to approval, and utilized PMBOK best practices and tools to develop Gantt and milestone charts				

M&E PROJECT SCHEDULER					
	for project status reports. Robert also produced process documentation with a final version comprising 102 process documents. In addition, he developed templates and improved processes to support the project schedule management, trained analysts to run change order project schedules, and provided tools support for SharePoint, JIRA, and JAMA.				
Skills Utilized and Experience Attained	Skills utilized included coordinating with team members to improve scheduling processes, communicating with analysts to train them on change order project schedules, and providing support for applications such as Sharepoint, JIRA, and JAMA. Robert attained experience working on a large and complex IT system for this Health and Human Services agency as a project scheduler. He also gained expertise in large scale work plan development activities, tracking, analysis and support.				
Project Title	Arkansas Department of Human Services – Arkansas Integrated Eligibility System (ARIES)				
Position Title	Work Plan and Schedule Lead				
Begin Date	12/03/2018	End Date	12/31/2021	# of Months	36
Scope and Description of Responsibility	The scope of the Arkansas Department of Human Services' Integrated Eligibility System (ARIES) included integrating multiple human service benefits systems used to serve Arkansans applying and receiving Health Care, the Supplemental Nutrition Assistance Program (SNAP), and/or the Transitional Employment Assistance (TEA) program. As the Work Plan and Schedule Lead, Robert's scope and responsibilities includes developing, scheduling, and coordinating the Master Work Plan across project teams using Microsoft Project and industry best practices as outlined by the Project Management Body of Knowledge (PMBOK). Robert actively managed and maintained the work plan from inception to approval, and utilized PMBOK best practices and tools to develop Gantt and milestone charts for project status reports. The responsibilities of the Work Plan and Schedule Lead also included managing Project Schedule iterations while incorporating updates into weekly Project Schedule submissions; tracking invoices for and coordinating deliverable submittals from start to finish; and leading Quality Assurance teams.				
Skills Utilized and Experience Attained	Skills utilized included strategic communication and coordination to synchronize deliverable process and schedule changes, large and complex integrated eligibility system maintenance schedule alignment, and project management with Microsoft Project. Robert enhanced his experience in offering large scale PMO delivery and management in a complex IE environment while collaborating with Arkansas DHS leadership and other state vendors as the Capability Maturity Model Integration (CMMI) metrics manager.				
Project Title	Georgia Department of Human Services – Georgia Integrated Eligibility System (GA IES)				
Position Title	Quality Assurance (QA) and Work Plan Analyst				
Begin Date	06/01/2015	End Date	04/27/2018	# of Months	34
Scope and Description of Responsibility	The scope of the Georgia Department of Human Services Medicaid Eligibility System was to meet federal standards for development and deployment according to Affordable Care Act mandates. The responsibilities of the QA and Work Plan Senior Analyst/PMO were to manage the project deliverable submittals through the review and approval process; manage, analyze, and communicate reporting metrics to project leadership and the State of Georgia; editing and reviewing project team members' deliverables in adherence to client-approved documentation and stylistic standards, including to PMO for QA reviews and the handling of the deliverables. As the Work Plan and				

M&E PROJECT SCHEDULER					
	Schedule Lead, Robert's scope and responsibilities includes developing, scheduling, and coordinating the Master Work Plan across project teams using Microsoft Project and industry best practices as outlined by the Project Management Body of Knowledge (PMBOK). Robert actively managed and maintained the work plan from inception to approval, and utilized PMBOK best practices and tools to develop Gantt and milestone charts for project status reports.				
Skills Utilized and Experience Attained	Skills utilized included project Work Plan ownership; project metrics management; large deliverable management; managing, communicating, and task delegation to team members. Robert attained enhanced experience in coordinating multiple teams, managing project deliverables, milestones, and task delegation; risk mitigation and project level metrics management.				
Project Title	Florida Department of Children and Families - Florida Medicaid Eligibility System (FL MES)				
Position Title	Quality Assurance (QA) and Work Plan Analyst				
Begin Date	05/06/2013	End Date	05/29/2015	# of Months	24
Scope and Description of Responsibility	The scope of the Florida Department of Children and Families' Medicaid Eligibility System was to meet federal standards for development and deployment according to Affordable Care Act mandates. The responsibilities included managing the overall project master schedule, large deliverable submittals, including QA reviews, through the review and approval process in adherence to client approved documentation and stylistic standards; metrics management, reporting, and continuous improvement; refining the methodology for collecting data for project leadership and the State of Florida; and serving as the Extranet Manager for project eRoom workspaces. As the Work Plan and Schedule Lead, Robert's scope and responsibilities includes developing, scheduling, and coordinating the Master Work Plan across project teams using Microsoft Project and industry best practices as outlined by the Project Management Body of Knowledge (PMBOK). Robert actively managed and maintained the work plan from inception to approval, and utilized PMBOK best practices and tools to develop Gantt and milestone charts for project status reports.				
Skills Utilized and Experience Attained	Skills utilized included Work Plan maintenance; Extranet Management; data collection and analysis continuous improvement; communicating feedback to team members. Robert attained experience in large deliverable management; PMO metrics management; enhanced experience in teaming and deliverable management.				
Education (add rows as needed)					
Years	Course of Study	School			
05/1990	Associate of Arts, English	Chipola College			
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization	Dates			
N/A	N/A	N/A			

PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification ME-S44	At minimum of three (3) years of experience using Microsoft Project 2013 or later versions to plan, develop, maintain, and report on highly complex integrated master schedules and Work Plans for a large and complex IT System Project.
Project #1	Contact #1
Company Name: Tennessee Division of Healthcare Finance and Administration	Contact Name: [REDACTED]
Project Name: Tennessee Eligibility Determination System (TEDS)	Company Name: Tennessee Division of TennCare, Tennessee Eligibility Determination System (TEDS)
Time Period: 01/03/2022 – Present	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Work Plan and Schedule Lead	
<p>Description of relevant experience:</p> <p>Robert served as the Work Plan and Schedule Lead for the Tennessee Eligibility Determination System (TEDS), a large and complex Health and Human Services IT project, which integrates 6 applications, 75+ COTS products, interfaces with 11 external systems, including 45 real-time applications, multi-tiered processing allowing more than 500K of end users in multiple locations to access Medicaid eligibility benefits. The contract value exceeds \$10M. As the Work Plan and Schedule Lead, Robert provides scheduling expertise, is responsible for Work Plan development, scheduling, and coordinating across project teams to actively manage the work plan. Robert facilitates Work Plan development activities, including tracking, analysis, reporting, and all supporting documentation. Robert coordinated and managed inputs to the level of detail defined in the Master Work Plan, including coordination of task related information such as status, assignments, and work completed. He has leveraged best practices from PMBOK and CMMI confirming all deliverables, tasks, milestones, resources, risks, and dependencies are tracked. He also has experience performing QA and risk analysis and identifying and resolving critical path and network impact concerns. Robert brings a collaborative working style and has experience comparing status, identifying disparities, and providing input to the resolution of potential Work Plan and resource conflicts. He is also adept at work plan integration and preparing status reports.</p> <p>As the Work Plan and Schedule Lead on this large and complex IT project, Robert is adept at using Microsoft Project 2013 and later versions to plan, develop, maintain, and report on highly complex integrated master schedules and Work Plans. In addition to this work, he also developed templates and improved processes to support the project schedule management, managed deliverable submittals through the review and approval process and updated and maintained the project work plan using industry best practices. Robert also leveraged his years of experience as a project scheduler to train analysts to run project schedules and create status reports. Robert is also adept at several modern project management tools such as SharePoint, JIRA, and JAMA. Robert gives great attention to detail and has edited, reviewed, and provided feedback to team members that ensured project deliverables' adherence to client-approved documentation and stylistic standards.</p>	

PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE	
Project #2	Contact #2
Company Name: Arkansas Department of Human Services (DHS)	Contact Name: [REDACTED]
Project Name: Arkansas Integrated Eligibility System (ARIES)	Company Name: Arkansas Department of Human Services
Time Period: 12/03/2018 – 12/31/2021	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Work Plan and Schedule Lead	
Description of relevant experience:	
<p>Robert served as the Work Plan and Schedule Lead for the Arkansas Integrated Eligibility System (ARIES), a large and complex Health and Human Services IT project, which integrates 137 applications, 5 COTS products, interfaces with 26 external systems, including 26 real-time applications, and multi-tiered processing allowing 6,000+ of end users to access Medicaid, SNAP, and TANF eligibility benefits in multiple locations. The contract value exceeds \$10M. As the Work Plan and Schedule Lead, Robert provided scheduling expertise, was responsible for Work Plan development, scheduling, and coordinating across project teams to actively manage the work plan. Robert facilitated Work Plan development activities, including tracking, analysis, reporting, and all supporting documentation. Robert coordinated and managed inputs to the level of detail defined in the Master Work Plan, including coordination of task related information such as status, assignments, and work completed. He has leveraged best practices from PMBOK and CMMI confirming all deliverables, tasks, milestones, resources, risks, and dependencies are tracked. He also has experience performing QA and risk analysis and identifying and resolving critical path and network impact concerns. Robert brings a collaborative working style and has experience comparing status, identifying disparities, and providing input to the resolution of potential Work Plan and resource conflicts. He is also adept at work plan integration and preparing status reports.</p> <p>As the Work Plan and Schedule Lead on this large and complex IT project, Robert is adept at using Microsoft Project 2013 and later versions to plan, develop, maintain, and report on highly complex integrated master schedules and Work Plans. Robert spearheaded efforts to stand up the Project Management Office (PMO) where he managed the master schedule, monitored deliverable submissions and approvals, and managed invoice submissions and other billables using Microsoft (MS) Project. While maintaining the weekly project schedule, Robert incorporated updates from leads, reported on schedule metrics and milestones, and developed and monitored highly detailed work plans. Also, Robert led the Quality Assurance (QA) effort by reviewing QA checklists and helping train and supervise Quality Analysts. Using Capability Maturity Model Integration (CMMI) requirements, Robert served as the CMMI metrics manager, reporting metrics, and identifying deliverables, work products, and artifacts for project requirements. Robert used the Project Management methodology which leverages project management leading practices from the Project Management Institute (PMI) and is based on the Project Management Body of Knowledge (PMBOK) standards.</p>	
Project #3	Contact #3

PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE	
Company Name: Georgia Department of Human Services (DHS)	Contact Name: [REDACTED]
Project Name: Georgia Integrated Eligibility System (GA IES)	Company Name: Georgia Department of Human Services (DHS)
Time Period: 06/01/ 2015 – 04/27/2018	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Quality Assurance (QA) Work Plan Senior Analyst	
Description of relevant experience:	
<p>Robert served as the Quality Assurance (QA) Work Plan Senior Analyst for the Georgia Integrated Eligibility System (GA IES), which is a Large and Complex Health and Human Services IT System which integrates more than six applications, multiple COTS products, interfaces with 36 external systems, including more than four real-time applications, multi-tiered processing allowing 7,000+ of end users to access Medicaid, SNAP, and TANF eligibility benefits in multiple locations. The contract value exceeds \$10M and the system includes a worker portal and customer portal accessible at multiple locations. Robert provided scheduling expertise, was responsible for Work Plan development, scheduling, and coordinating across project teams to actively manage the work plan. Robert facilitated Work Plan development activities, including tracking, analysis, reporting, and all supporting documentation. Robert coordinated and managed inputs to the level of detail defined in the Master Work Plan, including coordination of task related information such as status, assignments, and work completed. He has leveraged best practices from PMBOK and CMMI confirming all deliverables, tasks, milestones, resources, risks, and dependencies are tracked. He also has experience performing QA and risk analysis and identifying and resolving critical path and network impact concerns. Robert brings a collaborative working style and has experience comparing status, identifying disparities, and providing input to the resolution of potential Work Plan and resource conflicts. He is also adept at work plan integration and preparing status reports.</p> <p>As the Quality Assurance (QA) Work Plan Senior Analyst for this large and complex IT project, Robert is adept at using Microsoft Project 2013 and later versions to plan, develop, maintain, and report on highly complex integrated master schedules and Work Plans. Robert managed deliverable submittals through the review and approval process and updated and maintained the project work plan. Robert served as the Metrics Manager for the project by regularly reporting metrics regarding the master schedule and detailed work plan to project leadership and the State of Georgia. Robert edited, reviewed, and provided feedback to team members that promoted project deliverables' adherence to client-approved documentation and stylistic standards, as well as provided guidance to PMO for QA reviews and the handling of large deliverables.</p>	
Project #4	Contact #4
Company Name: Florida Department of Children and Families	Contact Name: [REDACTED]
Project Name: Florida Medicaid Eligibility System (FL MES)	Company Name: Florida Department of Children and Families
Time Period: 05/06/2013 – 05/29/2015	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Quality Assurance (QA) and Work Plan Analyst	
Description of relevant experience:	

PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE

Robert served as the **Quality Assurance (QA) Work Plan Senior Analyst** for the Robert served as Work Plan and Schedule Lead for Florida Medicaid Eligibility System (FL MES), which is a **Large and Complex Healthcare IT System** that integrates 28 applications, 3 COTS products, interfaces with 107 external systems, including 23 real-time applications, multi-tiered processing allowing over 4M end users to access Medicaid eligibility benefits in multiple locations. The contract value exceeds \$10M. **Robert provided scheduling support, was responsible for Work Plan development, scheduling, and coordinating across project teams to actively manage the work plan.** Robert facilitated Work Plan development activities, including tracking, analysis, reporting, and all supporting documentation. Robert coordinated and managed inputs to the level of detail defined in the Master Work Plan, including coordination of task related information such as status, assignments, and work completed. He has **leveraged best practices from PMBOK** and CMMI confirming all deliverables, tasks, milestones, resources, risks, and dependencies are tracked. He also has experience performing QA and risk analysis and identifying and resolving critical path and network impact concerns. Robert brings a collaborative working style and has experience comparing status, identifying disparities, and providing input to the resolution of potential Work Plan and resource conflicts. He is also adept at work plan integration and preparing status reports.

As the Quality Assurance (QA) Work Plan Senior Analyst for this large and complex IT project, Robert is adept at using **Microsoft Project 2013** and later versions to plan, develop, maintain, and report on highly complex integrated master schedules and Work Plans. Robert edited, reviewed, and provided feedback to team members that promoted project deliverables' adherence to client-approved documentation and stylistic standards and provided guidance to PMO for QA reviews and the handling of large deliverables. Robert updated and maintained the complex project work plan and master schedule. Robert also served as the Extranet Manager for project workspaces and served as the Metrics Manager for the project by regularly reporting metrics to PMO leadership and continually refined our methodology for collecting data.

Total Duration of all Projects cited to meet the MQ:

106 months

Minimum Qualification ME-S45	A minimum of two (2) years of experience managing highly complex, integrated master schedules and Work Plans using industry best practices and standards (e.g., Institute of Electrical and Electronic Engineers, Project Management Body of Knowledge, and/or Software Engineering Institute).
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Project #1	Contact #1
Company Name: Tennessee Division of Healthcare Finance and Administration	Contact Name: [REDACTED]
Project Name: Tennessee Eligibility Determination System (TEDS)	Company Name: Tennessee Division of TennCare, Tennessee Eligibility Determination System (TEDS)
Time Period: 01/03/2022 – Present	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Work Plan and Schedule Lead	
Description of relevant experience:	
Robert served as the Work Plan and Schedule Lead for the Tennessee Eligibility Determination System (TEDS), a large and complex Health and Human Services IT project , which integrates 6 applications, 75+ COTS products, interfaces with 11 external systems, including 45 real-	

PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE

time applications, multi-tiered processing allowing more than 500K of end users in multiple locations to access Medicaid eligibility benefits. The contract value exceeds \$10M. As the Work Plan and Schedule Lead, Robert provides scheduling expertise, is responsible for Work Plan development, scheduling, and coordinating across project teams to actively manage the work plan. Robert facilitates Work Plan development activities, including tracking, analysis, reporting, and all supporting documentation. Robert coordinated and managed inputs to the level of detail defined in the Master Work Plan, including coordination of task related information such as status, assignments, and work completed. He has leveraged best practices from PMBOK and CMMI confirming all deliverables, tasks, milestones, resources, risks, and dependencies are tracked. He also has experience performing QA and risk analysis and identifying and resolving critical path and network impact concerns. Robert brings a collaborative working style and has experience comparing status, identifying disparities, and providing input to the resolution of potential Work Plan and resource conflicts. He is also adept at work plan integration and preparing status reports.

As the **Work Plan and Schedule Lead** for this large and complex IT project, Robert managed highly complex, integrated master schedules and Work Plans using industry best practices and standards, focusing on the Project Management Body of Knowledge (PMBOK). Robert managed and maintained the project plan inception to approval, he drafted Deliverable Expectation Documents for deliverables, and produced a final version comprising 102 process documents. He developed templates and improved processes to support the project schedule management, managed deliverable submittals through the review and approval process and updated and maintained the project work plan using industry best practices. He also trained analysts to run project schedules, and provided tools support for SharePoint, JIRA, and JAMA. Robert edited, reviewed, and provided feedback to team members that ensured project deliverables' adherence to client-approved documentation and stylistic standards. As part of this project Robert was able to develop highly complex work plans integrating multiple projects, contractors, schedules, and dependencies.

Project #2	Contact #2
Company Name: Arkansas Department of Human Services (DHS)	Contact Name: [REDACTED]
Project Name: Arkansas Integrated Eligibility System (ARIES)	Company Name: Arkansas Department of Human Services
Time Period: 12/03/2018 – 12/31/2021	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Work Plan and Schedule Lead	
Description of relevant experience:	
Robert served as the Work Plan and Schedule Lead for the Arkansas Integrated Eligibility System (ARIES), a large and complex Health and Human Services IT project , which integrates 137 applications, 5 COTS products, interfaces with 26 external systems, including 26 real-time applications, and multi-tiered processing allowing 6,000+ of end users to access Medicaid, SNAP, and TANF eligibility benefits in multiple locations. The contract value exceeds \$10M. As the Work Plan and Schedule Lead, Robert provided scheduling expertise, was responsible for Work Plan development, scheduling, and coordinating across project teams to actively manage the work plan. Robert facilitated Work Plan development activities, including tracking, analysis, reporting, and all supporting documentation. Robert coordinated and managed inputs to the level of detail defined in the Master Work Plan, including coordination of task related information such as status, assignments, and work completed. He has leveraged best practices from PMBOK and CMMI confirming all	

PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE

deliverables, tasks, milestones, resources, risks, and dependencies are tracked. He also has experience performing QA and risk analysis and identifying and resolving critical path and network impact concerns. Robert brings a collaborative working style and has experience comparing status, identifying disparities, and providing input to the resolution of potential Work Plan and resource conflicts. He is also adept at work plan integration and preparing status reports.

As the **Work Plan and Schedule Lead** for this large and complex IT project, Robert managed highly complex, integrated master schedules and Work Plans using industry best practices and standards, focusing on the Project Management Body of Knowledge (PMBOK). Robert spearheaded stand up the Project Management Office (PMO) where he managed the master schedule, monitored deliverable submissions and approvals, and managed invoice submissions and other billables using Microsoft (MS) Project. While maintaining the weekly project schedule, Robert incorporated updates from leads, reported on schedule metrics and milestones, and developed and monitored highly detailed work plans. Also, Robert led the Quality Assurance (QA) effort by reviewing QA checklists and helping train and supervise Quality Analysts. Using Capability Maturity Model Integration (CMMI) requirements, Robert served as the CMMI metrics manager, reporting metrics, and identifying deliverables, work products, and artifacts for project requirements. Robert used the Project Management methodology which incorporates project management leading practices from the Project Management Institute (PMI) and is based on the Project Management Body of Knowledge (PMBOK) standards. As part of this project Robert was able to develop highly complex work plans integrating multiple projects, contractors, schedules, and dependencies.

Project #3	Contact #3
<i>Company Name: Georgia Department of Human Services (DHS)</i>	<i>Contact Name:</i> [REDACTED]
<i>Project Name: Georgia Integrated Eligibility System (GA IES)</i>	<i>Company Name: Georgia Department of Human Services (DHS)</i>
<i>Time Period: 06/01/2015 – 04/27/ 2018</i>	<i>Phone Number:</i> [REDACTED]
<i>Percentage of Time: 100</i>	<i>Email:</i> [REDACTED]
<i>Staff Role: Quality Assurance (QA) and Work Plan Analyst</i>	
<p><i>Description of relevant experience:</i></p> <p>Robert served as the Quality Assurance (QA) Work Plan Senior Analyst for the Georgia Integrated Eligibility System (GA IES), which is a Large and Complex Health and Human Services IT System which integrates more than six applications, multiple COTS products, interfaces with 36 external systems, including more than four real-time applications, multi-tiered processing allowing 7,000+ of end users to access Medicaid, SNAP, and TANF eligibility benefits in multiple locations. The contract value exceeds \$10M and the system includes a worker portal and customer portal accessible at multiple locations. Robert provided scheduling expertise, was responsible for Work Plan development, scheduling, and coordinating across project teams to actively manage the work plan. Robert facilitated Work Plan development activities, including tracking, analysis, reporting, and all supporting documentation. Robert coordinated and managed inputs to the level of detail defined in the Master Work Plan, including coordination of task related information such as status, assignments, and work completed. He has leveraged best practices from PMBOK and CMMI confirming all deliverables, tasks, milestones, resources, risks, and dependencies are tracked. He also has experience performing QA and risk analysis and identifying and resolving critical path and network impact concerns. Robert brings a collaborative working style and has experience comparing status, identifying</p>	

PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE

disparities, and providing input to the resolution of potential Work Plan and resource conflicts. He is also adept at work plan integration and preparing status reports.

As the **Quality Assurance (QA) and Work Plan Analyst** for this large and complex IT project, Robert managed highly complex, integrated master schedules and Work Plans using industry best practices and standards, focusing on the Project Management Body of Knowledge (PMBOK). Robert managed deliverable submittals through the review and approval process and updated and maintained the project work plan using PMBOK industry best practices. Robert served as the Metrics Manager for the project by regularly reporting metrics regarding the master schedule and detailed work plan to project leadership and the State of Georgia. Robert edited, reviewed, and provided feedback to team members that promoted project deliverables' adherence to client-approved documentation and stylistic standards. Provided guidance to PMO for QA reviews and the handling of large deliverables. As part of this project Robert was able to develop highly complex work plans integrating multiple projects, contractors, schedules, and dependencies.

Project #4	Contact #4
Company Name: Florida Department of Children and Families	Contact Name: [REDACTED]
Project Name: Florida Medicaid Eligibility System (FL MES)	Company Name: Florida Department of Children and Families
Time Period: 05/06/2013 – 05/29/2015	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Quality Assurance (QA) and Work Plan Analyst	
Description of relevant experience:	
<p>Robert served as the Quality Assurance (QA) Work Plan Senior Analyst for the Robert served as Work Plan and Schedule Lead for Florida Medicaid Eligibility System (FL MES), which is a Large and Complex Healthcare IT System that integrates 28 applications, 3 COTS products, interfaces with 107 external systems, including 23 real-time applications, multi-tiered processing allowing over 4M end users to access Medicaid eligibility benefits in multiple locations. The contract value exceeds \$10M. Robert provided scheduling support, was responsible for Work Plan development, scheduling, and coordinating across project teams to actively manage the work plan. Robert facilitated Work Plan development activities, including tracking, analysis, reporting, and all supporting documentation. Robert coordinated and managed inputs to the level of detail defined in the Master Work Plan, including coordination of task related information such as status, assignments, and work completed. He has leveraged best practices from PMBOK and CMMI confirming all deliverables, tasks, milestones, resources, risks, and dependencies are tracked. He also has experience performing QA and risk analysis and identifying and resolving critical path and network impact concerns. Robert brings a collaborative working style and has experience comparing status, identifying disparities, and providing input to the resolution of potential Work Plan and resource conflicts. He is also adept at work plan integration and preparing status reports.</p> <p>As the Quality Assurance (QA) and Work Plan Analyst for this large and complex IT project, Robert managed highly complex, integrated master schedules and Work Plans using industry best practices and standards, focusing on the Project Management Body of Knowledge (PMBOK). As the Work Plan Analyst for a large Medicaid eligibility system project, Robert edited, reviewed, and provided feedback to team members that promoted project deliverables' adherence to client-approved documentation and stylistic standards and provided</p>	

PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE	
guidance to PMO for QA reviews and the handling of large deliverables. Robert updated and maintained the complex project work plan and master schedule. As part of this project Robert was able to develop highly complex work plans integrating multiple projects, contractors, schedules, and dependencies.	
<div> <div>Total Duration of all Projects cited to meet the MQ:</div> <div>106 months</div> </div>	
Minimum Qualification ME-S46	A minimum of two (2) years of experience with integrated and highly detailed Work Plans, utilizing Project management best practice techniques and one or more of the following technology tools to incorporate different levels of progress in customized reports: Gantt, PERT, or milestone charts.
<div> <div>Project #1</div> <div>Contact #1</div> </div>	
<div> <div>Company Name: Tennessee Division of TennCare</div> <div>Contact Name: [REDACTED]</div> </div>	
<div> <div>Project Name: Tennessee Eligibility Determination System (TEDS)</div> <div>Company Name: Tennessee Division of TennCare</div> </div>	
<div> <div>Time Period: 01/03/2022 – Present</div> <div>Phone Number: [REDACTED]</div> </div>	
<div> <div>Percentage of Time: 100</div> <div>Email: [REDACTED]</div> </div>	
Staff Role: Work Plan and Schedule Lead	
<p>Description of relevant experience:</p> <p>Robert served as the Work Plan and Schedule Lead for the Tennessee Eligibility Determination System (TEDS), a large and complex Health and Human Services IT project, which integrates 6 applications, 75+ COTS products, interfaces with 11 external systems, including 45 real-time applications, multi-tiered processing allowing more than 500K of end users in multiple locations to access Medicaid eligibility benefits. The contract value exceeds \$10M. As the Work Plan and Schedule Lead, Robert provides scheduling expertise, is responsible for Work Plan development, scheduling, and coordinating across project teams to actively manage the work plan. Robert facilitates Work Plan development activities, including tracking, analysis, reporting, and all supporting documentation. Robert coordinated and managed inputs to the level of detail defined in the Master Work Plan, including coordination of task related information such as status, assignments, and work completed. He has leveraged best practices from PMBOK and CMMI confirming all deliverables, tasks, milestones, resources, risks, and dependencies are tracked. He also has experience performing QA and risk analysis and identifying and resolving critical path and network impact concerns. Robert brings a collaborative working style and has experience comparing status, identifying disparities, and providing input to the resolution of potential Work Plan and resource conflicts. He is also adept at work plan integration and preparing status reports.</p> <p>As the Work Plan and Schedule Lead for this large and complex IT project, Robert integrates highly detailed Work Plans, utilizing Project management best practice techniques, modern technology tools such as Microsoft Project to incorporate different levels of progress in customized reports including Gantt and milestone charts. Robert manages and maintains this complex project plan and was adept at producing ad hoc reporting leverage PMBOK best practices to share project status, risks, and critical path dependencies with executive leadership. Robert leads schedule management, managed deliverable submittals through the review and approval process and updated and maintained the project work plan using industry best practices.</p>	

PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE	
Project #2	Contact #2
Company Name: Arkansas Department of Human Services (DHS)	Contact Name: [REDACTED]
Project Name: Arkansas Integrated Eligibility System (ARIES)	Company Name: Arkansas Department of Human Services
Time Period: 12/03/2018 – 12/31/ 2021	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Work Plan and Schedule Lead	
Description of relevant experience:	
<p>Robert served as the Work Plan and Schedule Lead for the Arkansas Integrated Eligibility System (ARIES), a large and complex Health and Human Services IT project, which integrates 137 applications, 5 COTS products, interfaces with 26 external systems, including 26 real-time applications, and multi-tiered processing allowing 6,000+ of end users to access Medicaid, SNAP, and TANF eligibility benefits in multiple locations. The contract value exceeds \$10M. As the Work Plan and Schedule Lead, Robert provided scheduling expertise, was responsible for Work Plan development, scheduling, and coordinating across project teams to actively manage the work plan. Robert facilitated Work Plan development activities, including tracking, analysis, reporting, and all supporting documentation. Robert coordinated and managed inputs to the level of detail defined in the Master Work Plan, including coordination of task related information such as status, assignments, and work completed. He has leveraged best practices from PMBOK and CMMI confirming all deliverables, tasks, milestones, resources, risks, and dependencies are tracked. He also has experience performing QA and risk analysis and identifying and resolving critical path and network impact concerns. Robert brings a collaborative working style and has experience comparing status, identifying disparities, and providing input to the resolution of potential Work Plan and resource conflicts. He is also adept at work plan integration and preparing status reports.</p> <p>As the Work Plan and Schedule Lead for this large and complex IT project, Robert integrated highly detailed Work Plans, utilizing Project management best practice techniques, modern technology tools such as Microsoft Project to incorporate different levels of progress in customized reports including Gantt and milestone charts. Robert managed and maintained this complex project plan and was adept at producing ad hoc reporting leverage PMBOK best practices to share project status, risks, and critical path dependencies with executive leadership. Robert managed the master schedule, monitored deliverable submissions and approvals, and managed invoice submissions and other billables using Microsoft (MS) Project. While maintaining the weekly project schedule, Robert incorporated updates from leads, reported on schedule metrics and milestones, and developed and monitored highly detailed work plans. Also, Robert led the Quality Assurance (QA) effort by reviewing QA checklists and helping train and supervise Quality Analysts. Using Capability Maturity Model Integration (CMMI) requirements, Robert served as the CMMI metrics manager, reporting metrics, and identifying deliverables, work products, and artifacts for project requirements. Robert used the Project Management methodology which incorporates project management leading practices from the Project Management Institute (PMI) and is based on the Project Management Body of Knowledge (PMBOK) standards.</p>	
Project #3	Contact #3

PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE	
Company Name: Georgia Department of Human Services (DHS)	Contact Name: [REDACTED]
Project Name: Georgia Integrated Eligibility System (GA IES)	Company Name: Georgia Department of Human Services (DHS)
Time Period: 06/01/2015 – 04/27/2018	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Quality Assurance (QA) and Work Plan Analyst	
<p>Description of relevant experience:</p> <p>Robert served as the Quality Assurance (QA) Work Plan Senior Analyst for the Georgia Integrated Eligibility System (GA IES), which is a Large and Complex Health and Human Services IT System which integrates more than six applications, multiple COTS products, interfaces with 36 external systems, including more than four real-time applications, multi-tiered processing allowing 7,000+ of end users to access Medicaid, SNAP, and TANF eligibility benefits in multiple locations. The contract value exceeds \$10M and the system includes a worker portal and customer portal accessible at multiple locations. Robert provided scheduling expertise, was responsible for Work Plan development, scheduling, and coordinating across project teams to actively manage the work plan. Robert facilitated Work Plan development activities, including tracking, analysis, reporting, and all supporting documentation. Robert coordinated and managed inputs to the level of detail defined in the Master Work Plan, including coordination of task related information such as status, assignments, and work completed. He has leveraged best practices from PMBOK and CMMI confirming all deliverables, tasks, milestones, resources, risks, and dependencies are tracked. He also has experience performing QA and risk analysis and identifying and resolving critical path and network impact concerns. Robert brings a collaborative working style and has experience comparing status, identifying disparities, and providing input to the resolution of potential Work Plan and resource conflicts. He is also adept at work plan integration and preparing status reports.</p> <p>As the Quality Assurance (QA) and Work Plan Analyst for this large and complex IT project, Robert integrated highly detailed Work Plans, utilizing Project management best practice techniques, modern technology tools such as Microsoft Project to incorporate different levels of progress in customized reports including Gantt and milestone charts. Robert managed and maintained this complex project plan and was adept at producing ad hoc reporting leverage PMBOK best practices to share project status, risks, and critical path dependencies with executive leadership. Robert managed project plan submittals through the review and approval process and updated and maintained the project work plan. Robert served as the Metrics Manager for the project by regularly reporting metrics regarding the master schedule and detailed work plan to project leadership and the State of Georgia.</p>	
Project #4	Contact #4
Company Name: Florida Department of Children and Families	Contact Name: [REDACTED]
Project Name: Florida Medicaid Eligibility System (FL MES)	Company Name: Florida Department of Children and Families
Time Period: 05/06/2013 – 05/29/2015	Phone Number: [REDACTED]
Percentage of Time: 100	Email: [REDACTED]
Staff Role: Quality Assurance (QA) and Work Plan Analyst	

PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE

Description of relevant experience:

Robert served as the **Quality Assurance (QA) Work Plan Senior Analyst** for the Robert served as Work Plan and Schedule Lead for Florida Medicaid Eligibility System (FL MES), which is a **Large and Complex Healthcare IT System** that integrates 28 applications, 3 COTS products, interfaces with 107 external systems, including 23 real-time applications, multi-tiered processing allowing over 4M end users to access Medicaid eligibility benefits in multiple locations. The contract value exceeds \$10M. **Robert provided scheduling support, was responsible for Work Plan development, scheduling, and coordinating across project teams to actively manage the work plan.** Robert facilitated Work Plan development activities, including tracking, analysis, reporting, and all supporting documentation. Robert coordinated and managed inputs to the level of detail defined in the Master Work Plan, including coordination of task related information such as status, assignments, and work completed. He has **leveraged best practices from PMBOK** and CMMI confirming all deliverables, tasks, milestones, resources, risks, and dependencies are tracked. He also has experience performing QA and risk analysis and identifying and resolving critical path and network impact concerns. Robert brings a collaborative working style and has experience comparing status, identifying disparities, and providing input to the resolution of potential Work Plan and resource conflicts. He is also adept at work plan integration and preparing status reports.

As the **Quality Assurance (QA) and Work Plan Analyst** for this large and complex IT project, Robert integrated highly detailed Work Plans, utilizing Project management best practice techniques, modern technology tools such as Microsoft Project to incorporate different levels of progress in customized reports including Gantt and milestone charts. Robert managed and maintained this complex project plan and was adept at producing ad hoc reporting leverage PMBOK best practices to share project status, risks, and critical path dependencies with executive leadership. Robert updated and maintained the complex project work plan and master schedule. Robert also served as the Metrics Manager for the project by regularly reporting metrics to PMO leadership and continually refined the methodology for collecting data.

Total Duration of all Projects cited to meet the MQ:

106 months