

## 1.1 INFRASTRUCTURE PROJECT MANAGER

INFRASTRUCTURE PROJECT MANAGER					
PART 1 – RÉSUMÉ					
Contractor	Accenture LLP				
Candidate Name	Arnold Malvick				
Position in the Company	Managing Director	Length of Time in Position	12 years		
Project Position & Responsibilities	Infrastructure Project Manager Arnold meets all the requirements as defined in RFP section 12.1.3.6.1.				
Skills & Qualifications for Project Position	<p><b>Skills:</b> Arnold has extensive knowledge and experience managing large, complex infrastructure technology projects and exceeds the mandatory requirements. He has worked in infrastructure and applications with a deep understanding of points of integration and synergies. His technical skills include cloud, network engineering, cyber-security vulnerability mitigation, capacity planning, innovation, ITIL, hardware, maintenance, and interoperability. Arnold's project management skills include Project Management Institute (PMI) best practices, managing infrastructure operations teams, managing SLAs, developing solutions and innovations, executive-level reporting and communication, and multi-contractor collaboration. <b>Qualifications:</b> Arnold has over 27 years of experience implementing, integrating, operating infrastructure and application systems. He is the Project Executive (Project Manager) on the CalSAWS Project, a large and complex IT system that is in production <b>(Exceeds I-S3)</b>. He has nine years of experience as a Project Manager within the past 10 years, directly responsible for executing the PMI's PMBOK knowledge areas, including scope, time, cost, human resource, risk, quality, integration and communication <b>(Exceeds I-S4)</b>. He leads teams of 900 professionals and works closely with contractors <b>(Exceeds I-S5)</b>. Arnold has strong working relationships with the Consortium, contractors, internal and external stakeholders; presents solutions and project status to executive-level audiences; and built credibility, trust, and influenced collaboration across the CalSAWS enterprise organization <b>(Exceeds I-S6)</b>. Arnold is a certified Project Management Professional by the PMI <b>(Meets I-S7)</b>.</p>				
Relevant Experience (Add additional tables as needed)					
Project Title	CalSAWS				
Position Title	Project Executive (equivalent to Project Manager)				
Begin Date	03/2022	End Date	(Ongoing)	# of Months	10

INFRASTRUCTURE PROJECT MANAGER					
Scope and Description of Responsibility	<p><b>Scope:</b> Arnold leads and manages the delivery of the entire contract scope for CalSAWS DD&amp;I and M&amp;O, including the CalWIN Counties migration to CalSAWS and operations across the CalSAWS environment. Operations scope includes management of the application, infrastructure, and managed security services.</p> <p><b>Responsibility:</b> Arnold is responsible for the execution and overall management of the contract and the 900-person Accenture team. He engages with the Consortium executive team daily to confirm Accenture's overall performance and contract compliance, and reports on project status, risks, and issues. He also collaborates with CalSAWS contractors and stakeholders to deliver shared objectives. Arnold has the authority to commit to CalSAWS contracts, amendments, and change notices and validates that Accenture personnel have appropriate skills and experience and are available throughout the life of the contract.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Arnold uses his technical skills in network engineering, cyber-security vulnerability mitigation, hardware/software management, maintenance and interoperability, and Service Desk to deliver technology solutions and options. He uses project management skills to manage performance, SLAs, contract compliance, changes, escalations, and risks. He provides executive-level communication and multi-contractor/stakeholder collaboration, and listens to the customer to bring the highest level of value to Californians through innovation and continuous improvements.</p> <p><b>Experience Attained:</b> Arnold managed the successful migration of the CalWIN Wave 1 Counties to CalSAWS concurrently with the CalSAWS M&amp;E and M&amp;O workstreams. He collaborates with CalSAWS contractors and our ecosystem partners to proactively address issues, and delivers technical innovations and proofs of concept with stakeholders' input. He also provides executive-level reporting and communications to the Consortium Executive Director, CalSAWS Management, the JPA Board of Directors, and Project Steering Committee.</p>				
Project Title	Infrastructure, Application, and Security Managed Services, Freeport-McMoRan				
Position Title	Infrastructure and Application Project Manager for Technology Services				
Begin Date	04/2010	End Date	12/2020	# of Months	129
Scope and Description of Responsibility	<p><b>Scope:</b> Arnold's scope included managing the delivery of technology implementations and ongoing production operations for managed application, infrastructure, and security services. He oversaw contract compliance and had sole authority to make commitments on contracts, amendments, and change requests.</p> <p><b>Responsibility:</b> Arnold managed project delivery and a 245-person delivery team using PMI best practices; communicated and reported to client executives and key stakeholders; managed SLAs; mitigated risks; participated in operational governance. Arnold was responsible for managing and leading the day-to-day delivery of activities for infrastructure, application, and security managed services.</p>				
Skills Utilized and Experience Attained	<p><b>Skills:</b> Arnold used PMI project management best practices to execute and comply with the contract, including performance, SLAs, change requests, issues, and escalation. He is strong collaborator and communicator focused on innovation development, executive-level communication, and multi-contractor/stakeholder collaboration. He used his technical skills to manage the</p>				

INFRASTRUCTURE PROJECT MANAGER					
	<p>hybrid cloud environment, infrastructure and hardware, network engineering, and capacity planning. He led the delivery of infrastructure, security, and applications, points of integration and synergies, and system maintenance and interoperability.</p> <p><b>Experience Attained:</b> Arnold successfully delivered the project on time and on budget and managed the overall system and team performance from project initiation through project closure. Arnold delivered a complex infrastructure, application, and security management solution. He also attained multi-technical, integration skills across application, infrastructure, and information security which enabled him to oversee on-premises and Azure cloud migrations, and replatforms of databases and native Azure architectures.</p>				
Project Title	Application Managed Services, Major Credit Card Company (Under non-disclosure agreement)				
Position Title	Application Managed Services Lead				
Begin Date	09/1998	End Date	01/2009	# of Months	125
Scope and Description of Responsibility	<p><b>Scope:</b> Arnold's scope included the managing the delivery and performance of a contract for ongoing application enhancement and production operations services for a custom system that managed cardmember affinity (rewards) programs and processed over 1 million transactions each day with high system performance requirements.</p> <p><b>Responsibility:</b> Arnold was responsible for managing the project's delivery and a team of 250 personnel to design, develop, test, and implement large quarterly application releases (25,000-workday effort releases) for new affinity programs. He also oversaw allocation of systems to the quarterly releases, while maintaining production fixes.</p>				
Skills Utilized and Experience Attained	<p><b>Skills:</b> Arnold used his project and program management skills to manage the portfolio integration (i.e., capacity planning, change, escalation, and vendor management).</p> <p><b>Experience Attained:</b> Arnold managed the financial services portfolio for delivery of application managed services including prioritization, pipeline management, staff development and quality assurance. He also attained the ability to listen to the customer, thinking outside the box, and developing customer relationships.</p>				
Education (add rows as needed)					
Years	Course of Study	School			
12/1992 - 08/1998	B.S., Mechanical Engineering	University of Arizona			
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization	Dates			
Project Management Professional	Project Management Institute	December 23, 2022 - December 23, 2025			

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

Minimum Qualification 1-\$3	A minimum of three (3) years of experience within the past ten (10) years on a large and complex IT system that is in production.		
<b>Project #1</b>	<b>Contact #1</b>		
Company Name: CalSAWS Consortium	Contact Name: [REDACTED]		
Project Name: CalSAWS	Company Name: CalSAWS Consortium		
Time Period: March 14, 2022 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]		
Percentage of Time: 100%	Email: [REDACTED]		
Staff Role: Project Executive (Equivalent to Project Manager)			
<p><i>Description of relevant experience:</i></p> <p>The CalSAWS project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The CalSAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> The CalSAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKs Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The CalSAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties have migrated, the number of CalSAWS users will be approximately 41,500.</li> <li><b>4. Has a contract value of at least \$10,000,000 dollars:</b> The CalSAWS contract value is \$1,425,495,842.</li> <li><b>5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.</li> </ol> <p><b>As the CalSAWS Project Executive (equivalent to Project Manager), Arnold’s responsibilities include:</b></p> <p><b>Project Scope</b></p> <ul style="list-style-type: none"> <li>Responsible for the execution and overall management of the CalSAWS prime contract and Accenture team</li> <li>Manages and leads the day-to-day execution and performance of the CalSAWS prime contract's scope and requirements, which includes:</li> </ul>			

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- The CalSAWS DD&I Project's scope for migrating the CalWIN Counties to the CalSAWS system, delivering the CalSAWS Customer Service Center solution, CalSAWS Imaging solution, and replatformed analytics reports solution
- CalSAWS M&O Project's scope, including M&E services, project management services, and infrastructure operations services such as cloud infrastructure operations, database administration, network operations, technical architecture, security operations, identity access management, infrastructure operations, hardware/software, remote hardware maintenance, system performance, and central Service Desk
- Manages and leads the Accenture team of over 900 personnel across multidisciplinary teams to perform day-to-day activities and deliver the CalSAWS Project's scope and objectives
- Oversees the overall delivery of application development services, including bi-monthly baseline releases and minor releases for both the CalSAWS DD&I Migration requirements and M&E system change requests
- Led the successful migration of the CalWIN Wave 1 Counties to the CalSAWS system, including the AWS Connect cloud-based customer service center solution and Hyland cloud-based imaging solution; the cutover was completed on time in October 2022. Arnold also oversaw the successful Functional Support effort that provides CalSAWS functional information for the CalWIN Implementation Support Services effort and enables the Wave 1 Counties' readiness for the migration
- Under Arnold's leadership, the project achieved the acceptance/approval of the C-IV/CalACES Migration Final Acceptance Report/Deliverable in 2022
- Drove the development and delivery of the CalSAWS Project's System Security Plan (SSP) and manages the execution of the security processes contained within
- Leads the planning, solutioning, and implementation of solutions for cyber-security vulnerability mitigation and compliance with NIST 800-53 security controls
- Works cooperatively with internal project stakeholders including the Consortium, BenefitsCal contractor, Imaging contractor, QA Services contractor, Central Print contractor, AWS, and external stakeholders such as Counties, CWDA, Federal/State oversight agencies, advocates
- Acts as the primary interface/liaison to the Consortium Executive Director and Consortium Management Team, and engages with Consortium leadership regularly to confirm Consortium expectations are being met
- Prepares special reports and presentations for the project as needed, such as proposed technology options for the Consortium, project work product/deliverable walkthroughs, focused topic presentations for the JPA Board of Directors meetings and Project Steering Committee, etc.
- Manages and monitors Accenture's compliance with contractual obligations and service level agreements (SLAs)
- Provides timely responses to the Consortium's inquiries or requests, including those related to contract requirements or SLAs
- Works cooperatively with the Consortium PMO to resolve escalated issues including, contractual requirements, risk mitigation, CalSAWS enhancements, and any other issue that requires executive management attention

**Time**

- Works closely with the Accenture PMO team on development and maintenance of the CalSAWS project work plan/schedule which includes the CalSAWS DD&I, M&E, and M&O workstreams, and dependencies between those workstreams and other CalSAWS contractors's workstreams
- Manages and monitors project schedule to ensure that projects are completed on time

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Develops schedules for new projects and work efforts, including defining the activities, developing work estimates and durations for each activity, and resources required to complete projects on time and on budget

**Cost**

- Oversees and monitors the budget for Accenture's contract scope for the CalSAWS DD&I and M&O projects to avoid overruns
- Drives the development of solution estimates for projects and changes requested by the Consortium, including the analysis of requirements, solutioning, and development of the project plans

**Human Resources**

- Oversees the staff management process, which includes assigning staff who possess the appropriate skills and experience necessary to fulfil the prime contract's commitments and requirements, and are available through the life of the contract/project
- Developed necessary technical trainings for the staff based on CalSAWS requirements

**Risks**

- Oversees the risk and issue management process across workstreams, which includes the delivery, maintenance, updates, and execution of the CalSAWS Risk and Issue Management Plan of the CalSAWS Project Control Document Deliverable
- Proactively mitigates potential project risks and collaborates with the Consortium and other stakeholders to develop risk mitigation plans
- Prepares special reports and presentations related to the Project including ongoing status and metrics, issue and resolution, risk, and all necessary ad-hoc reports

**Quality**

- Oversees quality management processes from the CalSAWS Quality Management Plan (of the CalSAWS Project Control Document) to ensure deliverables and services meets or exceeds service level requirements; quality processes include the quarterly Accenture quality assurance reviews that include independent interviews with the Consortium Executive Director and Section Directors conducted by an Accenture Quality Assurance Director
- Oversees CMMI Level 4 practices to drive higher-quality deliverables to reduce rework, risks and costs
- Identifies and recommends technology options and innovations that improve CalSAWS solution and service delivery to benefit the collective CalSAWS program and provide the highest value to the Consortium, CalSAWS counties, and Californians

**Integration**

- Executes project integration management by coordinating all elements of the project including tasks, resources, stakeholders, schedule, budgets, risks and issues, and communications
- Oversees the Accenture team's overall interactions and collaboration with other CalSAWS contractors and stakeholders
- Manages and resolves gaps and conflicts (such as competing requests, priorities, schedules, and necessary tradeoffs) between Accenture workstreams, as well as between Accenture and other CalSAWS contractors workstreams via cross-contractor/stakeholder collaboration
- Proactively collaborates with other CalSAWS contractors on shared project objectives, including the CalWIN Counties's migration to the CalSAWS system and the related implementation support services, delivery of the CalSAWS Customer Service Center and Imaging solutions for the CalSAWS

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

Counties, successful on-time delivery of the analytics/reports re-platforming project, integration between the CalSAWS System and the BenefitsCal portal, and central print services

**Communication**

- Conveys relevant information to an executive-level audience to confirm the Consortium, State sponsor partners, and other CalSAWS contractors are aware of project status and progress
- Communicates regularly with Accenture managers and team leads, the Consortium Management team, other CalSAWS contractor management teams, and other stakeholders, as needed
- Engages with the Consortium Management Team daily to confirm the CalSAWS project receives the required Consortium commitment and support from Accenture
- Engages with the Consortium Executive Director regularly to discuss project status and performance, risks, and issues, and other project management service-delivery related topics
- Facilitates the CalSAWS Weekly Project Status meeting and presents detailed project status and risks to multiple CalSAWS stakeholders, including the Consortium, representatives from the California Department of Social Services (CDSS), California Department of Healthcare Services (DHCS), and the California Office of Systems Integration (OSI), and other CalSAWS contractors (BenefitsCal, CalWIN Implementation Support Services, Central Print, OCAT, QA Services)
- Presents CalSAWS project risks and issues, and their mitigation and resolution plans at the monthly CalSAWS Risk Management Group meeting with the Consortium Executive Director, Consortium Management team, other CalSAWS contractor project managers, and representatives of CDSS, DHCS, and OSI
- Presents CalSAWS DD&I project status to the Center for Medicaid Services (CMS), U.S. Department of Agriculture Food and Nutrition Services (FNS), and OSI at the monthly IT Project Status meetings
- Presents project status, risks, and issues at an executive-level at monthly CalSAWS Board of Directors meetings, monthly CalSAWS Project Steering Committee meetings, and semi-annual CalSAWS Member Representatives and Board meetings
- Leads topic discussions pertaining to Accenture's CalSAWS DD&I, M&E and M&O scope at the weekly Section Directors meeting with the Consortium Executive Director, Section Directors, and project managers of the BenefitsCal, CalWIN Implementation Support Services, Central Print, OCAT, and QA Services contractors

**Building credibility/Fostering relationships**

- Establishes strong working relationships based on trust, integrity and follow-through with Consortium Executive Director, Consortium Section Directors, Consortium Regional Managers, members of the JPA Board of Directors, Project Steering committee members, County directors and fellow CalSAWS Project team members
- Establishes strong working relationships with CalSAWS contractors such as the Deloitte BenefitsCal contractor, Deloitte CalWIN Implementation Support Services contractor, Gainwell Central Print contractor, Ernst & Young (formerly Cambria) OCAT contractor, and the ClearBest QA Services contractor through cross-team collaboration and open communication on shared project objectives

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Works and collaborates with our ecosystem partners, including AWS, Hyland, Oracle, ServiceNow and Adobe to proactively address issues to minimize impact to the Consortium and Counties, developing technical innovation and proof of concepts by providing input into product features with stakeholders

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Freeport-McMoRan	Contact Name: [REDACTED]
Project Name: Infrastructure, Application, and Security Managed Services.	Company Name: Freeport-McMoRan
Time Period: April 1, 2010 – December 31, 2020	Phone Number: [REDACTED]
Percentage of Time: April 1, 2020 – December 31, 2018: 100% January 1, 2019 – January 31, 2020: 75% February 1, 2020 – December 31, 2020: 100%	Email: [REDACTED]

Staff Role: Project Manager for Technology Services

Description of relevant experience:

The Freeport-McMoRan project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

- **Integrates with at least two applications, one of which is a COTS:** The Freeport-McMoRan solution integrates 25 COTS applications (such as SAP ECC ERP, Ariba, Hyland Brainware, and Hyperion Financials) and uses on-premises and Microsoft Azure server, storage, backup, SQL and Oracle DB, Identity Management, Cisco UCS Net-Backup and Blade Servers, and Citrix.
- **Interfaces with at least five external systems, at least one of which is real-time:** The Freeport-McMoRan SAP ERP solution interfaces with 30+ applications for managing the global mining companies, inventory, financials, supply chain and human resources functions. An example of the real-time interface was that between the on-premises Ariba system and the SAP ERP exchange order and invoice information.
- **Is accessed by at least 1,000 users at multiple locations:** The Freeport-McMoRan infrastructure and application landscape is accessed by 27,000 global users.
- **Has a contract value of at least \$10,000,000 dollars:** The lifetime solution contract value is \$500,000,000.
- Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms: The Freeport-McMoRan solution includes multi-tiered architecture including front-end applications optimized for various user interface platforms, custom architecture, and COTS.

As the Freeport-McMoRan project's Project Manager for Technology Services, Arnold's responsibilities included:

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE****Project Scope**

- Performed the execution and overall management of the Managed Services contract and Accenture team for over 10 years, from the project's initiation through its closure
- Managed a team of 245 professionals and their day-to-day activities for designing, developing and implementing technology projects for Freeport-McMoRan including system enhancements and large programs (20,000+ workday efforts), after the initial implementation, delivering ongoing production operations that included managed application, infrastructure, and security services
- Managed and led the project's managed Infrastructure services that included the ongoing operations support, enhancements, and lifecycle management of infrastructure components such as 1,600 on-premises and cloud-hosted servers (Redhat Linux/MS Windows Server OS), five (5) petabytes of storage, Oracle/MS SQL database, desktop imaging/patching for 20,000 desktops/laptops, and technology service desk (English/Spanish languages)
- Managed and led the project's managed application services that included enhancements, support for the SAP Enterprise Resource Planning (ERP) system, 25 COTS packaged applications, and lifecycle management activities such as applying vendor patches and enhancement packs, uplifting underlying technology (operating systems and databases) to N-1 standards, and ongoing performance improvements/enhancements
- Managed and led the project's managed security services that included management of the Security Information Event and Management (SIEM) platform, triage and incident response for SIEM notables, threat vulnerability management (TVM) platform maintenance/scanning coordination/report generation, endpoint security management, detection response and threat hunting, network security management, identity and privileged access security application management, email security application management, application security management, Azure Cloud security operations
- Worked cooperatively with Freeport-McMoRan executives to resolve matters that required executive-level escalation, including those related to contract compliance, project risk mitigation and issue resolution, and any other issue that requires executive management attention
- Managed and monitored Accenture's compliance with contractual obligations and SLAs

**Time**

- Managed and monitored the project schedule to ensure that projects were completed on time
- Developed schedules for new projects and work efforts, including defining the activities, developing work estimates and durations for each activity, and resources required to complete projects on time and on budget

**Cost**

- Oversaw and monitored project budgets to avoid overruns
- Drove the development of solution estimates for projects requested by Freeport-McMoRan, including the analysis of requirements, solutioning, and development of the project plans

**Human Resources**

- Oversaw the staff management process, which included assigning staff with the appropriate skills and experience necessary to fulfil the contract's commitments and requirements, and were available through the life of the contract/project
- Developed necessary technical trainings for the staff based on project requirements

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Established a system that expanded the skills of the delivery team professionals via individualized training/certification plans and infused new skills via the onboarding of professionals with new skillsets

**Risks**

- Oversaw the risk and issue management process for the project
- Proactively mitigated project risks and collaborates with the Freeport-McMoRan and other stakeholders to develop risk mitigation plans
- Prepared special reports and presentations related to the project including ongoing status and metrics, issue and resolution, risk, and all necessary ad-hoc reports

**Quality**

- Delivered consistent record of reduced production incidents, automated service requests, and delivered year-over-year reductions in the effort and staffing required to maintain and run the environment
- Led quarterly innovation forums with Freeport-McMoRan where new capabilities that could drive efficiency and increase capability within the Freeport-McMoRan ecosystem were showcased. Accenture and Freeport-McMoRan partnered with ecosystem partners to create proofs of concepts and implement pilots to prove the readiness of the offerings before proceeding with full implementations
- Facilitated quarterly reviews with senior Freeport-McMoRan stakeholders (including C-level executives and vice presidents) regarding Accenture's services in areas of high performance, opportunities, and innovation agendas

**Integration**

- Executed project integration management by coordinating all elements of the project including tasks, resources, stakeholders, schedule, budgets, risks and issues, and communications
- Partnered with Freeport-McMoRan counterparts to create a "one team" culture and mentality that resulted in the transformation and modernization of the application/infrastructure/security capabilities through effective lifecycle management
- Established the project's responsibility assignment matrix (RACI) between the services and owners to establish metrics and criteria for measuring efficacy of service delivery
- Implemented a strong change management process to accommodate evolution of project services
- Drove integration of managed application, infrastructure and security services prevent silos
- Developed and implemented solutions and processes that integrated teams, such as the threat vulnerability management (TVM) process that involved all teams – the Security team maintained the health of the application and infrastructure scanning services while the Application and Infrastructure teams dispositioned the identified vulnerabilities. The teams tightly coordinated development and testing processes between all three functions to address and close vulnerabilities

**Communication**

- Engaged with Freeport-McMoRan executives daily to confirm the project received the required commitment and support
- Provided senior Freeport-McMoRan stakeholders with regular, ongoing executive-level reporting and communications pertaining to the status of project progress, compliance with contract requirements, SLAs, and prepared special, custom reports as needed

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

<b>Total Duration of all Projects cited to meet the MQ:</b>		8 years, 6 months
Minimum Qualification I-S4	A minimum of five (5) years of experience as a Project Manager or Project Director within the past ten (10) years being directly responsible for activities in the following Project Management knowledge areas: scope, time, cost, human resource, risk, quality, integration and communication.	
<b>Project #1</b>		<b>Contact #1</b>
Company Name: CalSAWS Consortium		Contact Name: [REDACTED]
Project Name: CalSAWS		Company Name: CalSAWS Consortium
Time Period: March 14, 2022 – January 4, 2023 (Ongoing)		Phone Number: [REDACTED]
Percentage of Time: 100%		Email: [REDACTED]
Staff Role: Project Executive (Equivalent to Project Manager)		
<p><i>Description of relevant experience:</i></p> <p><b>As the CalSAWS Project Executive (equivalent to Project Manager), Arnold's responsibilities include:</b></p> <p><b>Project Scope</b></p> <ul style="list-style-type: none"> <li>• Responsible for the execution and overall management of the CalSAWS prime contract and Accenture team</li> <li>• Manages and leads the day-to-day execution and performance of the CalSAWS prime contract's scope and requirements, which includes: <ul style="list-style-type: none"> <li>– The CalSAWS DD&amp;I Project's scope for migrating the CalWIN Counties to the CalSAWS system, delivering the CalSAWS Customer Service Center solution, CalSAWS Imaging solution, and replatformed analytics reports solution</li> <li>– CalSAWS M&amp;O Project's scope, including M&amp;E services, project management services, and infrastructure operations services such as cloud infrastructure operations, database administration, network operations, technical architecture, security operations, identity access management, infrastructure operations, hardware/software, remote hardware maintenance, system performance, and central Service Desk</li> </ul> </li> <li>• Manages and leads the Accenture team of over 900 personnel across multidisciplinary teams to perform day-to-day activities and deliver the CalSAWS Project's scope and objectives</li> <li>• Oversees the overall delivery of application development services, including bi-monthly baseline releases and minor releases for both the CalSAWS DD&amp;I Migration requirements and M&amp;E system change requests</li> <li>• Led the successful migration of the CalWIN Wave 1 Counties to the CalSAWS system, including the AWS Connect cloud-based customer service center solution and Hyland cloud-based imaging solution; the cutover was completed on time in October 2022. Arnold also oversaw the successful Functional Support effort that provides CalSAWS functional information for the CalWIN Implementation Support Services effort and enables the Wave 1 Counties' readiness for the migration</li> <li>• Under Arnold's leadership, the project achieved the acceptance/approval of the C-IV/CalACES Migration Final Acceptance Report/Deliverable in 2022</li> </ul>		

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Drove the development and delivery of the CalSAWS Project's System Security Plan (SSP) and manages the execution of the security processes contained within
- Leads the planning, solutioning, and implementation of solutions for cyber-security vulnerability mitigation and compliance with NIST 800-53 security controls
- Works cooperatively with internal project stakeholders including the Consortium, BenefitsCal contractor, Imaging contractor, QA Services contractor, Central Print contractor, AWS, and external stakeholders such as Counties, CWDA, Federal/State oversight agencies, advocates
- Acts as the primary interface/liaison to the Consortium Executive Director and Consortium Management Team, and engages with Consortium leadership regularly to confirm Consortium expectations are being met
- Prepares special reports and presentations for the project as needed, such as proposed technology options for the Consortium, project work product/deliverable walkthroughs, focused topic presentations for the JPA Board of Directors meetings and Project Steering Committee, etc.
- Manages and monitors Accenture's compliance with contractual obligations and service level agreements (SLAs)
- Provides timely responses to the Consortium's inquiries or requests, including those related to contract requirements or SLAs
- Works cooperatively with the Consortium PMO to resolve escalated issues including, contractual requirements, risk mitigation, CalSAWS enhancements, and any other issue that requires executive management attention

**Time**

- Works closely with the Accenture PMO team on development and maintenance of the CalSAWS project work plan/schedule which includes the CalSAWS DD&I, M&E, and M&O workstreams, and dependencies between those workstreams and other CalSAWS contractors's workstreams
- Manages and monitors project schedule to ensure that projects are completed on time
- Develops schedules for new projects and work efforts, including defining the activities, developing work estimates and durations for each activity, and resources required to complete projects on time and on budget

**Cost**

- Oversees and monitors the budget for Accenture's contract scope for the CalSAWS DD&I and M&O projects to avoid overruns
- Drives the development of solution estimates for projects and changes requested by the Consortium, including the analysis of requirements, solutioning, and development of the project plans

**Human Resources**

- Oversees the staff management process, which includes assigning staff who possess the appropriate skills and experience necessary to fulfill the prime contract's commitments and requirements, and are available through the life of the contract/project
- Developed necessary technical trainings for the staff based on CalSAWS requirements

**Risks**

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Oversees the risk and issue management process across workstreams, which includes the delivery, maintenance, updates, and execution of the CalSAWS Risk and Issue Management Plan of the CalSAWS Project Control Document Deliverable
- Proactively mitigates potential project risks and collaborates with the Consortium and other stakeholders to develop risk mitigation plans
- Prepares special reports and presentations related to the Project including ongoing status and metrics, issue and resolution, risk, and all necessary ad-hoc reports

**Quality**

- Oversees quality management processes from the CalSAWS Quality Management Plan (of the CalSAWS Project Control Document) to ensure deliverables and services meets or exceeds service level requirements; quality processes include the quarterly Accenture quality assurance reviews that include independent interviews with the Consortium Executive Director and Section Directors conducted by an Accenture Quality Assurance Director
- Oversees CMMI Level 4 practices to drive higher-quality deliverables to reduce rework, risks and costs
- Identifies and recommends technology options and innovations that improve CalSAWS solution and service delivery to benefit the collective CalSAWS program and provide the highest value to the Consortium, CalSAWS counties, and Californians

**Integration**

- Executes project integration management by coordinating all elements of the project including tasks, resources, stakeholders, schedule, budgets, risks and issues, and communications
- Oversees the Accenture team's overall interactions and collaboration with other CalSAWS contractors and stakeholders
- Manages and resolves gaps and conflicts (such as competing requests, priorities, schedules, and necessary tradeoffs) between Accenture workstreams, as well as between Accenture and other CalSAWS contractors workstreams via cross-contractor/stakeholder collaboration
- Proactively collaborates with other CalSAWS contractors on shared project objectives, including the CalWIN Counties's migration to the CalSAWS system and the related implementation support services, delivery of the CalSAWS Customer Service Center and Imaging solutions for the CalSAWS Counties, successful on-time delivery of the analytics/reports re-platforming project, integration between the CalSAWS System and the BenefitsCal portal, and central print services

**Communication**

- Conveys relevant information to an executive-level audience to confirm the Consortium, State sponsor partners, and other CalSAWS contractors are aware of project status and progress
- Communicates regularly with Accenture managers and team leads, the Consortium Management team, other CalSAWS contractor management teams, and other stakeholders, as needed
- Engages with the Consortium Management Team daily to confirm the CalSAWS project receives the required Consortium commitment and support from Accenture
- Engages with the Consortium Executive Director regularly to discuss project status and performance, risks, and issues, and other project management service-delivery related topics

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Facilitates the CalSAWS Weekly Project Status meeting and presents detailed project status and risks to multiple CalSAWS stakeholders, including the Consortium, representatives from the California Department of Social Services (CDSS), California Department of Healthcare Services (DHCS), and the California Office of Systems Integration (OSI), and other CalSAWS contractors (BenefitsCal, CalWIN Implementation Support Services, Central Print, OCAT, QA Services)
- Presents CalSAWS project risks and issues, and their mitigation and resolution plans at the monthly CalSAWS Risk Management Group meeting with the Consortium Executive Director, Consortium Management team, other CalSAWS contractor project managers, and representatives of CDSS, DHCS, and OSI
- Presents CalSAWS DD&I project status to the Center for Medicaid Services (CMS), U.S. Department of Agriculture Food and Nutrition Services (FNS), and OSI at the monthly IT Project Status meetings
- Presents project status, risks, and issues at an executive-level at monthly CalSAWS Board of Directors meetings, monthly CalSAWS Project Steering Committee meetings, and semi-annual CalSAWS Member Representatives and Board meetings
- Leads topic discussions pertaining to Accenture's CalSAWS DD&I, M&E and M&O scope at the weekly Section Directors meeting with the Consortium Executive Director, Section Directors, and project managers of the BenefitsCal, CalWIN Implementation Support Services, Central Print, OCAT, and QA Services contractors

**Building credibility/Fostering relationships**

- Establishes strong working relationships based on trust, integrity and follow-through with Consortium Executive Director, Consortium Section Directors, Consortium Regional Managers, members of the JPA Board of Directors, Project Steering committee members, County directors and fellow CalSAWS Project team members
- Establishes strong working relationships with CalSAWS contractors such as the Deloitte BenefitsCal contractor, Deloitte CalWIN Implementation Support Services contractor, Gainwell Central Print contractor, Ernst & Young (formerly Cambria) OCAT contractor, and the ClearBest QA Services contractor through cross-team collaboration and open communication on shared project objectives
- Works and collaborates with our ecosystem partners, including AWS, Hyland, Oracle, ServiceNow and Adobe to proactively address issues to minimize impact to the Consortium and Counties, developing technical innovation and proof of concepts by providing input into product features with stakeholders

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Freeport-McMoRan	Contact Name: [REDACTED]
Project Name: Infrastructure, Application, and Security Managed Services.	Company Name: Freeport-McMoRan
Time Period: April 1, 2010 – December 31, 2020	Phone Number: [REDACTED]
Percentage of Time: April 1, 2020 – December 31, 2018: 100% January 1, 2019 – January 31, 2020: 75% February 1, 2020 – December 31, 2020: 100%	Email: [REDACTED]

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

Staff Role: Project Manager for Technology Services

*Description of relevant experience:***As the Freeport-McMoRan Project Manager for Technology Services, Arnold's responsibilities included:****Project Scope**

- Performed the execution and overall management of the Managed Services contract and Accenture team for over 10 years, from the project's initiation through its closure
- Managed a team of 245 professionals and their day-to-day activities for designing, developing and implementing technology projects for Freeport-McMoRan including system enhancements and large programs (20,000+ workday efforts), after the initial implementation, delivering ongoing production operations that included managed application, infrastructure, and security services
- Managed and led the project's managed Infrastructure services that included the ongoing operations support, enhancements, and lifecycle management of infrastructure components such as 1,600 on-premises and cloud-hosted servers (Redhat Linux/MS Windows Server OS), five (5) petabytes of storage, Oracle/MS SQL database, desktop imaging/patching for 20,000 desktops/laptops, and technology service desk (English/Spanish languages)
- Managed and led the project's managed application services that included enhancements, support for the SAP Enterprise Resource Planning (ERP) system, 25 COTS packaged applications, and lifecycle management activities such as applying vendor patches and enhancement packs, uplifting underlying technology (operating systems and databases) to N-1 standards, and ongoing performance improvements/enhancements
- Managed and led the project's managed security services that included management of the Security Information Event and Management (SIEM) platform, triage and incident response for SIEM notables, threat vulnerability management (TVM) platform maintenance/scanning coordination/report generation, endpoint security management, detection response and threat hunting, network security management, identity and privileged access security application management, email security application management, application security management, Azure Cloud security operations
- Worked cooperatively with Freeport-McMoRan executives to resolve matters that required executive-level escalation, including those related to contract compliance, project risk mitigation and issue resolution, and any other issue that requires executive management attention
- Managed and monitored Accenture's compliance with contractual obligations and SLAs

**Time**

- Managed and monitored the project schedule to ensure that projects were completed on time
- Developed schedules for new projects and work efforts, including defining the activities, developing work estimates and durations for each activity, and resources required to complete projects on time and on budget

**Cost**

- Oversaw and monitored project budgets to avoid overruns
- Drove the development of solution estimates for projects requested by Freeport-McMoRan, including the analysis of requirements, solutioning, and development of the project plans

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE****Human Resources**

- Oversaw the staff management process, which included assigning staff with the appropriate skills and experience necessary to fulfil the contract's commitments and requirements, and were available through the life of the contract/project
- Developed necessary technical trainings for the staff based on project requirements
- Established a system that expanded the skills of the delivery team professionals via individualized training/certification plans and infused new skills via the onboarding of professionals with new skillsets

**Risks**

- Oversaw the risk and issue management process for the project
- Proactively mitigated project risks and collaborates with the Freeport-McMoRan and other stakeholders to develop risk mitigation plans
- Prepared special reports and presentations related to the project including ongoing status and metrics, issue and resolution, risk, and all necessary ad-hoc reports

**Quality**

- Delivered consistent record of reduced production incidents, automated service requests, and delivered year-over-year reductions in the level of effort and staffing required to maintain and run the environment
- Led quarterly innovation forums with Freeport-McMoRan where new capabilities that could drive efficiency and increase capability within the Freeport-McMoRan ecosystem were showcased. Accenture and Freeport-McMoRan partnered with ecosystem partners to create proofs of concepts and implement pilots to prove the readiness of the offerings before proceeding with full implementations
- Facilitated quarterly reviews with senior Freeport-McMoRan stakeholders (including C-level executives and vice presidents) regarding Accenture's services in areas of high performance, opportunities, and innovation agendas
- Leveraged Accenture's strong relationship with the ecosystem partners (e.g., SAP, Palo Alto, Splunk, Cisco, Microsoft) to address point issues, provide input into product features and enhance the skills of the team through vendor training and certification

**Integration**

- Executed project integration management by coordinating all elements of the project including tasks, resources, stakeholders, schedule, budgets, risks and issues, and communications
- Partnered with Freeport-McMoRan counterparts to create a "one team" culture and mentality that resulted in the transformation and modernization of the application/infrastructure/security capabilities through effective lifecycle management
- Established the project's responsibility assignment matrix (RACI) between the services and owners to establish metrics and criteria for measuring efficacy of service delivery
- Implemented a strong change management process to accommodate evolution of project services
- Drove integration of managed application, infrastructure and security services prevent silos
- Developed and implemented solutions and processes that integrated teams, such as the threat vulnerability management (TVM) process that involved all teams – the Security team maintained the health of the application and infrastructure scanning services while the Application and

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

Infrastructure teams dispositioned the identified vulnerabilities. The teams tightly coordinated development and testing processes between all three functions to address and close vulnerabilities

**Communication**

- Engaged with Freeport-McMoRan executives daily to confirm the project received the required commitment and support
- Provided senior Freeport-McMoRan stakeholders with regular, ongoing executive-level reporting and communications pertaining to the status of project progress, compliance with contract requirements, SLAs, and prepared special, custom reports as needed

**Total Duration of all Projects cited to meet the MQ:**

8 years, 6 months

**Minimum Qualification I-S5**

A minimum of five (5) years of experience within the past ten (10) years, supervising teams of 25 people or greater on Projects that involved large and complex IT systems.

**Project #1****Contact #1**

Company Name: CalSAWS Consortium

Contact Name: [REDACTED]

Project Name: CalSAWS

Company Name: CalSAWS Consortium

Time Period: March 14, 2022 – January 2, 2023 (Ongoing)

Phone Number: [REDACTED]

Percentage of Time: 100%

Email: [REDACTED]

Staff Role: Project Executive (Equivalent to Project Director)

**Description of relevant experience:**

The CalSAWS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

- 1. Integrates with at least two applications, one of which is a COTS:** The CalSAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).
- 2. Interfaces with at least five external systems, at least one of which is real-time:** The CalSAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKs Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.
- 3. Is accessed by at least 1,000 users at multiple locations:** The CalSAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties have migrated, the number of CalSAWS users will be approximately 41,500.
- 4. Has a contract value of at least \$10,000,000 dollars:** The CalSAWS contract value is \$1,425,495,842.
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.

**As the CalSAWS Project Executive (equivalent to Project Manager), Arnold's responsibilities include:**

**Project Scope**

- **Responsible for the execution and overall management of the CalSAWS prime contract and Accenture team**
- **Manages and leads the day-to-day execution and performance of the CalSAWS prime contract's scope and requirements**, which includes:
  - The CalSAWS DD&I Project's scope for migrating the CalWIN Counties to the CalSAWS system, delivering the CalSAWS Customer Service Center solution, CalSAWS Imaging solution, and replatformed analytics reports solution
  - CalSAWS M&O Project's scope, including M&E services, project management services, and infrastructure operations services such as cloud infrastructure operations, database administration, network operations, technical architecture, security operations, identity access management, infrastructure operations, hardware/software, remote hardware maintenance, system performance, and central Service Desk
- **Manages and leads the Accenture team of over 900 personnel across multidisciplinary teams to perform day-to-day activities and deliver the CalSAWS Project's scope and objectives**
- Oversees the overall delivery of application development services, including bi-monthly baseline releases and minor releases for both the CalSAWS DD&I Migration requirements and M&E system change requests
- Led the successful migration of the CalWIN Wave 1 Counties to the CalSAWS system, including the AWS Connect cloud-based customer service center solution and Hyland cloud-based imaging solution; the cutover was completed on time in October 2022. Arnold also oversaw the successful Functional Support effort that provides CalSAWS functional information for the CalWIN Implementation Support Services effort and enables the Wave 1 Counties' readiness for the migration
- Under Arnold's leadership, the project achieved the acceptance/approval of the C-IV/CalACES Migration Final Acceptance Report/Deliverable in 2022
- Drove the development and delivery of the CalSAWS Project's System Security Plan (SSP) and manages the execution of the security processes contained within
- Leads the planning, solutioning, and implementation of solutions for cyber-security vulnerability mitigation and compliance with NIST 800-53 security controls
- Works cooperatively with internal project stakeholders including the Consortium, BenefitsCal contractor, Imaging contractor, QA Services contractor, Central Print contractor, AWS, and external stakeholders such as Counties, CWDA, Federal/State oversight agencies, advocates
- Acts as the primary interface/liaison to the Consortium Executive Director and Consortium Management Team, and engages with Consortium leadership regularly to confirm Consortium expectations are being met
- Prepares special reports and presentations for the project as needed, such as proposed technology options for the Consortium, project work product/deliverable walkthroughs, focused topic presentations for the JPA Board of Directors meetings and Project Steering Committee, etc.

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Manages and monitors Accenture's compliance with contractual obligations and service level agreements (SLAs)
- Provides timely responses to the Consortium's inquiries or requests, including those related to contract requirements or SLAs
- Works cooperatively with the Consortium PMO to resolve escalated issues including, contractual requirements, risk mitigation, CalSAWS enhancements, and any other issue that requires executive management attention

**Time**

- Works closely with the Accenture PMO team on development and maintenance of the CalSAWS project work plan/schedule which includes the CalSAWS DD&I, M&E, and M&O workstreams, and dependencies between those workstreams and other CalSAWS contractors's workstreams
- Manages and monitors project schedule to ensure that projects are completed on time
- Develops schedules for new projects and work efforts, including defining the activities, developing work estimates and durations for each activity, and resources required to complete projects on time and on budget

**Cost**

- Oversees and monitors the budget for Accenture's contract scope for the CalSAWS DD&I and M&O projects to avoid overruns
- Drives the development of solution estimates for projects and changes requested by the Consortium, including the analysis of requirements, solutioning, and development of the project plans

**Human Resources**

- Oversees the staff management process, which includes assigning staff who possess the appropriate skills and experience necessary to fulfil the prime contract's commitments and requirements, and are available through the life of the contract/project
- Developed necessary technical trainings for the staff based on CalSAWS requirements

**Risks**

- Oversees the risk and issue management process across workstreams, which includes the delivery, maintenance, updates, and execution of the CalSAWS Risk and Issue Management Plan of the CalSAWS Project Control Document Deliverable
- Proactively mitigates potential project risks and collaborates with the Consortium and other stakeholders to develop risk mitigation plans
- Prepares special reports and presentations related to the Project including ongoing status and metrics, issue and resolution, risk, and all necessary ad-hoc reports

**Quality**

- Oversees quality management processes from the CalSAWS Quality Management Plan (of the CalSAWS Project Control Document) to ensure deliverables and services meets or exceeds service level requirements; quality processes include the quarterly Accenture quality assurance reviews that include independent interviews with the Consortium Executive Director and Section Directors conducted by an Accenture Quality Assurance Director
- Oversees CMMI Level 4 practices to drive higher-quality deliverables to reduce rework, risks and costs
- Identifies and recommends technology options and innovations that improve CalSAWS solution and service delivery to benefit the collective CalSAWS program and provide the highest value to the Consortium, CalSAWS counties, and Californians

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE****Integration**

- Executes project integration management by coordinating all elements of the project including tasks, resources, stakeholders, schedule, budgets, risks and issues, and communications
- Oversees the Accenture team's overall interactions and collaboration with other CalSAWS contractors and stakeholders
- Manages and resolves gaps and conflicts (such as competing requests, priorities, schedules, and necessary tradeoffs) between Accenture workstreams, as well as between Accenture and other CalSAWS contractors workstreams via cross-contractor/stakeholder collaboration
- Proactively collaborates with other CalSAWS contractors on shared project objectives, including the CalWIN Counties's migration to the CalSAWS system and the related implementation support services, delivery of the CalSAWS Customer Service Center and Imaging solutions for the CalSAWS Counties, successful on-time delivery of the analytics/reports re-platforming project, integration between the CalSAWS System and the BenefitsCal portal, and central print services

**Communication**

- Conveys relevant information to an executive-level audience to confirm the Consortium, State sponsor partners, and other CalSAWS contractors are aware of project status and progress
- Communicates regularly with Accenture managers and team leads, the Consortium Management team, other CalSAWS contractor management teams, and other stakeholders, as needed
- Engages with the Consortium Management Team daily to confirm the CalSAWS project receives the required Consortium commitment and support from Accenture
- Engages with the Consortium Executive Director regularly to discuss project status and performance, risks, and issues, and other project management service-delivery related topics
- Facilitates the CalSAWS Weekly Project Status meeting and presents detailed project status and risks to multiple CalSAWS stakeholders, including the Consortium, representatives from the California Department of Social Services (CDSS), California Department of Healthcare Services (DHCS), and the California Office of Systems Integration (OSI), and other CalSAWS contractors (BenefitsCal, CalWIN Implementation Support Services, Central Print, OCAT, QA Services)
- Presents CalSAWS project risks and issues, and their mitigation and resolution plans at the monthly CalSAWS Risk Management Group meeting with the Consortium Executive Director, Consortium Management team, other CalSAWS contractor project managers, and representatives of CDSS, DHCS, and OSI
- Presents CalSAWS DD&I project status to the Center for Medicaid Services (CMS), U.S. Department of Agriculture Food and Nutrition Services (FNS), and OSI at the monthly IT Project Status meetings
- Presents project status, risks, and issues at an executive-level at monthly CalSAWS Board of Directors meetings, monthly CalSAWS Project Steering Committee meetings, and semi-annual CalSAWS Member Representatives and Board meetings
- Leads topic discussions pertaining to Accenture's CalSAWS DD&I, M&E and M&O scope at the weekly Section Directors meeting with the Consortium Executive Director, Section Directors, and project managers of the BenefitsCal, CalWIN Implementation Support Services, Central Print, OCAT, and QA Services contractors

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE****Building credibility/Fostering relationships**

- Establishes strong working relationships based on trust, integrity and follow-through with Consortium Executive Director, Consortium Section Directors, Consortium Regional Managers, members of the JPA Board of Directors, Project Steering committee members, County directors and fellow CalSAWS Project team members
- Establishes strong working relationships with CalSAWS contractors such as the Deloitte BenefitsCal contractor, Deloitte CalWIN Implementation Support Services contractor, Gainwell Central Print contractor, Ernst & Young (formerly Cambria) OCAT contractor, and the ClearBest QA Services contractor through cross-team collaboration and open communication on shared project objectives
- Works and collaborates with our ecosystem partners, including AWS, Hyland, Oracle, ServiceNow and Adobe to proactively address issues to minimize impact to the Consortium and Counties, developing technical innovation and proof of concepts by providing input into product features with stakeholders

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Freeport-McMoRan	Contact Name: [REDACTED]
Project Name: Infrastructure, Application, and Security Managed Services.	Company Name: Freeport-McMoRan
Time Period: April 1, 2010 – December 31, 2020	Phone Number: [REDACTED]
Percentage of Time: April 1, 2020 – December 31, 2018: 100% January 1, 2019 – January 31, 2020: 75% February 1, 2020 – December 31, 2020: 100%	Email: [REDACTED]
Staff Role: Project Manager for Technology Services	
Description of relevant experience:	
<p>The Freeport-McMoRan project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The Freeport-McMoRan solution integrates 25 COTS applications (like SAP ECC ERP, Ariba, Hyland Brainware, and Hyperion Financials) and uses on-premises and Microsoft Azure server, storage, backup, SQL and Oracle DB, Identity Management, Cisco UCS Net-Backup and Blade Servers, and Citrix.</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> The Freeport-McMoRan SAP ERP solution interfaces with 30+ applications for managing the global mining companies, inventory, financials, supply chain and human resources functions. An example of the real-time interface was that between the on-premises Ariba system with the SAP ERP exchange order and invoice information.</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The Freeport-McMoRan infrastructure and application landscape is accessed by 27,000 global users.</li> </ol>	

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- 4. Has a contract value of at least \$10,000,000 dollars:** The lifetime solution contract value is \$500,000,000.
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The Freeport-McMoRan solution includes multi-tiered architecture including front-end applications optimized for various user interface platforms, custom architecture, and COTS.

**As the Freeport-McMoRan Project Manager for Technology Services, Arnold's responsibilities included:**

**Project Scope**

- Served as the Project Manager for Technology Services for Freeport-McMoRan, which is a large and complex IT system in a health and human services project
- Managed a team of 245 professionals and their day-to-day activities for designing, developing, and implementing technology projects for Freeport-McMoRan including system enhancements and large programs (20,000+ workday efforts), after the initial implementation, delivering ongoing production operations that included managed application, infrastructure, and security services
- Managed and led the project's managed Infrastructure services that included the ongoing operations support, enhancements, and lifecycle management of infrastructure components such as 1,600 on-premises and cloud-hosted servers (Redhat Linux/MS Windows Server OS), five (5) petabytes of storage, Oracle/MS SQL database, desktop imaging/patching for 20,000 desktops/laptops, and technology service desk (English/Spanish languages)
- Managed and led the project's managed application services that included enhancements, support for the SAP Enterprise Resource Planning (ERP) system, 25 COTS packaged applications, and lifecycle management activities such as applying vendor patches and enhancement packs, uplifting underlying technology (operating systems and databases) to N-1 standards, and ongoing performance improvements/enhancements
- Managed and led the project's managed security services that included management of the Security Information Event and Management (SIEM) platform, triage and incident response for SIEM notables, threat vulnerability management (TVM) platform maintenance/scanning coordination/report generation, endpoint security management, detection response and threat hunting, network security management, identity and privileged access security application management, email security application management, application security management, Azure Cloud security operations
- Worked cooperatively with Freeport-McMoRan executives to resolve matters that required executive-level escalation, including those related to contract compliance, project risk mitigation and issue resolution, and any other issue that requires executive management attention
- Managed and monitored Accenture's compliance with contractual obligations and SLAs

**Time**

- Managed and monitored the project schedule to ensure that projects were completed on time
- Developed schedules for new projects and work efforts, including defining the activities, developing work estimates and durations for each activity, and resources required to complete projects on time and on budget

**Cost**

- Oversaw and monitored project budgets to avoid overruns

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Drove the development of solution estimates for projects requested by Freeport-McMoRan, including the analysis of requirements, solutioning, and development of the project plans

**Human Resources**

- Oversaw the staff management process, which included assigning staff with the appropriate skills and experience necessary to fulfil the contract's commitments and requirements, and were available through the life of the contract/project
- Developed necessary technical trainings for the staff based on project requirements
- Established a system that expanded the skills of the delivery team professionals via individualized training/certification plans and infused new skills via the onboarding of professionals with new skillsets

**Risks**

- Oversaw the risk and issue management process for the project
- Proactively mitigated project risks and collaborates with the Freeport-McMoRan and other stakeholders to develop risk mitigation plans
- Prepared special reports and presentations related to the project including ongoing status and metrics, issue and resolution, risk, and all necessary ad-hoc reports

**Quality**

- Delivered consistent record of reduced production incidents, automated service requests, and delivered year-over-year reductions in the level of effort and staffing required to maintain and run the environment
- Led quarterly innovation forums with Freeport-McMoRan where new capabilities that could drive efficiency and increase capability within the Freeport-McMoRan ecosystem were showcased. Accenture and Freeport-McMoRan partnered with ecosystem partners to create proofs of concepts and implement pilots to prove the readiness of the offerings before proceeding with full implementations
- Facilitated quarterly reviews with senior Freeport-McMoRan stakeholders (including C-level executives and vice presidents) regarding Accenture's services in areas of high performance, opportunities, and innovation agendas
- Leveraged Accenture's strong relationship with the ecosystem partners (e.g., SAP, Palo Alto, Splunk, Cisco, Microsoft) to address point issues, provide input into product features and enhance the skills of the team through vendor training and certification

**Integration**

- Executed project integration management by coordinating all elements of the project including tasks, resources, stakeholders, schedule, budgets, risks and issues, and communications
- Partnered with Freeport-McMoRan counterparts to create a "one team" culture and mentality that resulted in the transformation and modernization of the application/infrastructure/security capabilities through effective lifecycle management
- Established the project's responsibility assignment matrix (RACI) between the services and owners to establish metrics and criteria for measuring efficacy of service delivery
- Implemented a strong change management process to accommodate evolution of project services
- Drove integration of managed application, infrastructure and security services prevent silos

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Developed and implemented solutions and processes that integrated teams, such as the threat vulnerability management (TVM) process that involved all teams – the Security team maintained the health of the application and infrastructure scanning services while the Application and Infrastructure teams dispositioned the identified vulnerabilities. The teams tightly coordinated development and testing processes between all three functions to address and close vulnerabilities

**Communication**

- Engaged with Freeport-McMoRan executives daily to confirm the project received the required commitment and support
- Provided senior Freeport-McMoRan stakeholders with regular, ongoing executive-level reporting and communications pertaining to the status of project progress, compliance with contract requirements, SLAs, and prepared special, custom reports as needed

**Total Duration of all Projects cited to meet the MQ:**

8 years, 6 months

**Minimum Qualification I-S6**

A minimum of five (5) years of experience within the past ten (10) years building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, ensuring client is aware of progress/service status; and building credibility and fostering business-partnering relationships.

**Project #1****Contact #1**

Company Name: CalSAWS Consortium

Contact Name: [REDACTED]

Project Name: CalSAWS

Company Name: CalSAWS Consortium

Time Period: March 14, 2022 – January 4, 2023 (Ongoing)

Phone Number: [REDACTED]

Percentage of Time: 100%

Email: [REDACTED]

Staff Role: Project Executive (Equivalent to Project Manager)

*Description of relevant experience:***As the CalSAWS Project Executive (equivalent to Project Manager), Arnold's responsibilities include:****Project Scope**

- Responsible for the execution and overall management of the CalSAWS prime contract and Accenture team
- Manages and leads the day-to-day execution and performance of the CalSAWS prime contract's scope and requirements, which includes:
  - The CalSAWS DD&I Project's scope for migrating the CalWIN Counties to the CalSAWS system, delivering the CalSAWS Customer Service Center solution, CalSAWS Imaging solution, and replatformed analytics reports solution
  - CalSAWS M&O Project's scope, including M&E services, project management services, and infrastructure operations services such as cloud infrastructure operations, database administration, network operations, technical architecture, security operations, identity access management, infrastructure operations, hardware/software, remote hardware maintenance, system performance, and central Service Desk
- Manages and leads the Accenture team of over 900 personnel across multidisciplinary teams to perform day-to-day activities and deliver the CalSAWS Project's scope and objectives

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Oversees the overall delivery of application development services, including bi-monthly baseline releases and minor releases for both the CalSAWS DD&I Migration requirements and M&E system change requests
- Led the successful migration of the CalWIN Wave 1 Counties to the CalSAWS system, including the AWS Connect cloud-based customer service center solution and Hyland cloud-based imaging solution; the cutover was completed on time in October 2022. Arnold also oversaw the successful Functional Support effort that provides CalSAWS functional information for the CalWIN Implementation Support Services effort and enables the Wave 1 Counties' readiness for the migration
- Manages and monitors Accenture's compliance with contractual obligations and service level agreements (SLAs)
- Provides timely responses to the Consortium's inquiries or requests, including those related to contract requirements or SLAs
- Oversees the Accenture team's overall interactions and collaboration with other CalSAWS contractors and stakeholders
- Manages and resolves gaps and conflicts (such as competing requests, priorities, schedules, and necessary tradeoffs) between Accenture workstreams, as well as between Accenture and other CalSAWS contractors workstreams via cross-contractor/stakeholder collaboration

**Working with clients and stakeholders**

- **Proactively collaborates with other CalSAWS contractors on shared project objectives, including the CalWIN Counties's migration to the CalSAWS system and the related implementation support services, delivery of the CalSAWS Customer Service Center and Imaging solutions for the CalSAWS Counties, integration between the CalSAWS System and the BenefitsCal portal, and central print services**
- **Works cooperatively with internal project stakeholders including the Consortium, BenefitsCal contractor, Imaging contractor, QA Services contractor, Central Print contractor, AWS, and external stakeholders such as Counties, CWDA, Federal/State oversight agencies, advocates**
- **Acts as the primary interface/liaison to the Consortium Executive Director and Consortium Management Team, and engages with Consortium leadership regularly to confirm Consortium expectations are being met**
- Prepares special reports and presentations for the project as needed, such as proposed technology options for the Consortium, project work product/deliverable walkthroughs, focused topic presentations for the JPA Board of Directors meetings and Project Steering Committee, etc.
- Works cooperatively with the Consortium PMO to resolve escalated issues including, contractual requirements, risk mitigation, CalSAWS enhancements, and any other issue that requires executive management attention

**Building credibility/Fostering relationships**

- **Establishes strong working relationships based on trust, integrity and follow-through with Consortium Executive Director, Consortium Section Directors, Consortium Regional Managers, members of the JPA Board of Directors, Project Steering committee members, County directors and fellow CalSAWS Project team members**
- **Establishes strong working relationships with CalSAWS contractors such as the Deloitte BenefitsCal contractor, Deloitte CalWIN Implementation Support Services contractor, Gainwell Central Print contractor, Ernst & Young (formerly Cambria) OCAT contractor, and the ClearBest QA Services contractor through cross-team collaboration and open communication on shared project objectives**
- Works and collaborates with our ecosystem partners, including AWS, Hyland, Oracle, ServiceNow and Adobe to proactively address issues to minimize impact to the Consortium and Counties, developing technical innovation and proof of concepts by providing input into product features with stakeholders

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE****Communication/Conveying information to executive-level audiences**

- Conveys relevant information to an executive-level audience to confirm the Consortium, State sponsor partners, and other CalSAWS contractors are aware of project status and progress
- Communicates regularly with Accenture managers and team leads, the Consortium Management team, other CalSAWS contractor management teams, and other stakeholders, as needed
- Engages with the Consortium Management Team daily to confirm the CalSAWS project receives the required Consortium commitment and support from Accenture
- Engages with the Consortium Executive Director regularly to discuss project status and performance, risks, and issues, and other project management service-delivery related topics
- Facilitates the CalSAWS Weekly Project Status meeting and presents detailed project status and risks to multiple CalSAWS stakeholders, including the Consortium, representatives from the California Department of Social Services (CDSS), California Department of Healthcare Services (DHCS), and the California Office of Systems Integration (OSI), and other CalSAWS contractors (BenefitsCal, CalWIN Implementation Support Services, Central Print, OCAT, QA Services)
- Presents CalSAWS project risks and issues, and their mitigation and resolution plans at the monthly CalSAWS Risk Management Group meeting with the Consortium Executive Director, Consortium Management team, other CalSAWS contractor project managers, and representatives of CDSS, DHCS, and OSI
- Presents CalSAWS DD&I project status to the Center for Medicaid Services (CMS), U.S. Department of Agriculture Food and Nutrition Services (FNS), and OSI at the monthly IT Project Status meetings
- Presents project status, risks, and issues at an executive-level at monthly CalSAWS Board of Directors meetings, monthly CalSAWS Project Steering Committee meetings, and semi-annual CalSAWS Member Representatives and Board meetings
- Leads topic discussions pertaining to Accenture's CalSAWS DD&I, M&E and M&O scope at the weekly Section Directors meeting with the Consortium Executive Director, Section Directors, and project managers of the BenefitsCal, CalWIN Implementation Support Services, Central Print, OCAT, and QA Services contractors

Project #2	Contact #2
Company Name: Freeport-McMoRan	Contact Name: [REDACTED]
Project Name: Infrastructure, Application, and Security Managed Services.	Company Name: Freeport-McMoRan
Time Period: April 1, 2010 – December 31, 2020	Phone Number: [REDACTED]
Percentage of Time: April 1, 2020 – December 31, 2018: 100%	Email: [REDACTED]

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

January 1, 2019 – January 31, 2020: 75%

February 1, 2020 – December 31, 2020: 100%

Staff Role: Project Manager for Technology Services

*Description of relevant experience:***As the Freeport-McMoRan Project Manager for Technology Services, Arnold's responsibilities included:****Project Scope**

- Performed the execution and overall management of the Managed Services contract and Accenture team for over 10 years, from the project's initiation through its closure
- Managed a team of 245 professionals and their day-to-day activities for designing, developing and implementing technology projects for Freeport-McMoRan including system enhancements and large programs (20,000+ workday efforts), after the initial implementation, delivering ongoing production operations that included managed application, infrastructure, and security services
- Managed and led the project's managed Infrastructure services that included the ongoing operations support, enhancements, and lifecycle management of infrastructure components such as 1,600 on-premises and cloud-hosted servers (Redhat Linux/MS Windows Server OS), five (5) petabytes of storage, Oracle/MS SQL database, desktop imaging/patching for 20,000 desktops/laptops, and technology service desk (English/Spanish languages)
- Managed and led the project's managed application services that included enhancements, support for the SAP Enterprise Resource Planning (ERP) system, 25 COTS packaged applications, and lifecycle management activities such as applying vendor patches and enhancement packs, uplifting underlying technology (operating systems and databases) to N-1 standards, and ongoing performance improvements/enhancements
- Managed and led the project's managed security services that included management of the Security Information Event and Management (SIEM) platform, triage and incident response for SIEM notables, threat vulnerability management (TVM) platform maintenance/scanning coordination/report generation, endpoint security management, detection response and threat hunting, network security management, identity and privileged access security application management, email security application management, application security management, Azure Cloud security operations
- Worked cooperatively with Freeport-McMoRan executives to resolve matters that required executive-level escalation, including those related to contract compliance, project risk mitigation and issue resolution, and any other issue that requires executive management attention
- Managed and monitored Accenture's compliance with contractual obligations and SLAs
- Implemented a strong change management process to accommodate evolution of project services

**Working with clients and stakeholders**

- **Worked cooperatively with Freeport-McMoRan executives to resolve matters that required executive-level escalation, including those related to contract compliance, project risk mitigation and issue resolution, and any other issue that requires executive management attention**
- Led quarterly innovation forums with Freeport-McMoRan where new capabilities that could drive efficiency and increase capability within the Freeport-McMoRan ecosystem were showcased. Accenture and Freeport-McMoRan partnered with ecosystem partners to create proofs of concepts and implement pilots to prove the readiness of the offerings before proceeding with full implementations

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Facilitated quarterly reviews with senior Freeport-McMoRan stakeholders (including C-level executives and vice presidents) regarding Accenture's services in areas of high performance, opportunities, and innovation agendas
- Worked and collaborated with our ecosystem partners included proactively addressing issues to minimize impact to the environment, developing technical innovation and proof of concept by providing input into product features with stakeholders
- Proactively mitigated project risks and collaborated with the Freeport-McMoRan and other stakeholders to develop risk mitigation plans
- Established the project's responsibility assignment matrix (RACI) between the services and owners to establish metrics and criteria for measuring efficacy of service delivery
- Leveraged Accenture's strong relationship with the ecosystem partners (e.g., SAP, Palo Alto, Splunk, Cisco, Microsoft) to address point issues, provide input into product features and enhance the skills of the team through vendor training and certification

**Building credibility/Fostering relationships**

- **Established strong working relationships based on trust, integrity and follow-through with Freeport-McMoRan executives and stakeholders**
- **Partnered with Freeport-McMoRan counterparts to create a "one team" culture and mentality that resulted in the transformation and modernization of the application/infrastructure/security capabilities through effective lifecycle management**

**Communication/Conveying information to executive-level audiences**

- **Engaged with Freeport-McMoRan executives daily to confirm the project received the required commitment and support**
- **Provided senior Freeport-McMoRan stakeholders with regular, ongoing executive-level reporting and communications pertaining to the status of project progress, compliance with contract requirements, SLAs, and prepared special, custom reports as needed**
- **Conducted discussions with senior client stakeholders (C-level and VPs) regarding our services in areas of high performance, opportunities, and innovation agendas**

Total Duration of all Projects cited to meet the MQ:			8 years, 6 months	
Minimum Qualification I-S7	Possess and maintain a valid Project Management Institute (PMI) Project Management Professional (PMP) certification throughout the term of this Agreement.			
Certification / Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link; if not available, attach a copy to the offer
Project Management Professional (PMP)	3391525	December 23, 2022	December 23, 2025	<a href="https://www.pmi.org/certifications/certification-resources/registry">https://www.pmi.org/certifications/certification-resources/registry</a>



## 1.2 INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD STAFF QUALIFICATIONS

INFRASTRUCTURE PROJECT MANAGEMENT OFFICE (PMO) LEAD					
PART 1 – RÉSUMÉ					
Contractor	Accenture LLP				
Candidate Name	Lulu Fou				
Position in the Company	Managing Director	Length of Time in Position	22 years		
Project Position & Responsibilities	Infrastructure Project Management Office (PMO) Lead Project responsibilities will be as defined in RFP section 12.1.3.6.2				
Skills & Qualifications for Project Position	<p><b>Skills:</b> Lulu has expert management skills in all nine Project Management Body of Knowledge (PMBOK) elements: integration, scope, time, cost, quality, people, communication, risk, and procurement. She has strong leadership and problem-solving skills. She is proactive and agile, adapts to change easily, and sees the big picture, yet is detail oriented. She has expert-level skills in relevant project management software applications and tools, including the Microsoft Office suite (Timeline and Project), ServiceNow, and Jira.</p> <p><b>Qualifications:</b> Lulu has 32 years of extensive experience in project and program management, including 19 years as the PMO lead for Consortium organizations: CalSAWS, LRS, CalPERS, and C-IV. <b>(MQ I-S8: Exceeds)</b>. For three years and 10 months, Lulu has managed a blended onsite and remote PMO team during the planning, execution, and evaluation of all IT project activities, and she is responsible for all project management knowledge areas: scope, time, cost, human resource, risk, quality, integration, and communication on CalSAWS. <b>(MQ I-S9: Exceeds)</b>. Lulu is a Project Management Professional (PMP) certified by the Project Management Institute (PMI). <b>(MQ I-S10: Meets)</b>.</p>				
Relevant Experience (Add additional tables as needed)					
Project Title	California State Automated Welfare System (CalSAWS)				
Position Title	Program/Project Management Office Lead				
Begin Date	03/2019	End Date	Ongoing	# of Months	46
Scope and Description of Responsibility	<p><b>Scope:</b> Lulu's scope includes overseeing the project management activities for M&amp;O, M&amp;E and DD&amp;I Migration of the 39 C-IV counties and 18 CalWIN counties to CalSAWS. This scope includes managing the development and maintenance of work plans, project timeline, resource assignments, contract compliance and changes, and management of a 900-person project team located in five countries.</p> <p><b>Responsibility:</b> Lulu maintains oversight for all program functions including managing and supervising the Project Management Office (PMO). She confirms proper tracking and updating of requirements from initiation and development through the implementation phase. She monitors and evaluates business management activities</p>				

INFRASTRUCTURE PROJECT MANAGEMENT OFFICE (PMO) LEAD					
	following PMBOK project management guidelines to confirm complete, accurate, and timely auditing. She collaborates with delivery managers to confirm project oversight of all PMO and Organizational Change Management processes and procedures.				
Skills Utilized and Experience Attained	<p><b>Skills:</b> Lulu uses SharePoint and Microsoft Office apps to manage contracts, deliverables, resources, and schedules, and to perform QA, risk and issue management, and reporting. She is skilled in ServiceNow, Pingboard, Office Timeline, Zoom, and Teams.</p> <p><b>Experience:</b> Lulu provides PMO leadership over the Deliverable Management Process, and the creation and maintenance of the CalSAWS Project Control Document (PCD), M&amp;O Services Plan, and M&amp;E services deliverables. She leads the Work Plan team and manages more than 245 work plans and the CalSAWS DD&amp;I critical path. In response to the COVID-19 pandemic, Lulu developed and rolled out training for project staff using Microsoft Teams to transition over 800 personnel from the Rancho Cordova and Norwalk project offices to a remote work model in two weeks.</p>				
Project Title	<b>LEADER Replacement System (LRS)</b>				
Position Title	Project Management Office Manager				
Begin Date	11/2012	End Date	03/2019	# of Months	76
Scope and Description of Responsibility	<p><b>Scope:</b> Lulu managed all projects in the LRS delivery landscape, including managing milestones and dependencies across multiple stakeholders in this large and complex IT system, confirming clear accountabilities and shared understanding of outcomes and impacts, along with timely delivery of quality project deliverables and all work effort.</p> <p><b>Responsibility:</b> Lulu was responsible for the project management of the DD&amp;I phase, data center hosting and operations, central print and mail fulfillment operations, maintenance and operations (M&amp;O), modifications and enhancements (M&amp;E), and project facility management and operations.</p>				
Skills Utilized and Experience Attained	<p><b>Skills:</b> Lulu used SharePoint and the Microsoft Office suite to manage contracts, deliverables, resources, and schedules, and to perform quality assurance, risk and issue management, and reporting. She managed the project plan, dependencies, and budget. She confirmed all solution elements were developed and deployed following quality standards.</p> <p><b>Experience:</b> Lulu managed 75 DD&amp;I deliverables with 100-percent on time submission and 100-percent approval rating. She led 30 people in the Project Management Office (PMO), managed the Norwalk project office buildout (60,000 square feet in 60 days), and managed the Norwalk project office's facilities team that supported over 525 personnel.</p>				
Project Title	<b>California Public Employees' Retirement System (CalPERS)</b>				
Position Title	Program/Project Management Office Lead				

INFRASTRUCTURE PROJECT MANAGEMENT OFFICE (PMO) LEAD					
Begin Date	06/2006	End Date	12/2010	# of Months	55
Scope and Description of Responsibility	<p><b>Scope:</b> Lulu managed a \$200 million contract that included developing the PMO infrastructure and operational processes that led to the management of subcontracts, finances, quality, risk, schedule, resources, the change control process, and deliverable processes.</p> <p><b>Responsibility:</b> Lulu managed the design, development, implementation, testing, maintaining, and converting data from three primary legacy and 11 secondary systems.</p>				
Skills Utilized and Experience Attained	<p><b>Skills:</b> Lulu used Primavera to manage the project schedule and work plans. She used SharePoint and the Microsoft Office suite to manage contracts, deliverables, resources, and schedules, and to perform quality assurance, risk and issue management, and reporting. Lulu managed the project plan, dependencies, and budget. She confirmed all solution elements were developed and deployed following quality standards.</p>				
Project Title	C-IV Consortium				
Position Title	Program/Project Management Office Lead				
Begin Date	03/2001	End Date	05/2006	# of Months	63
Scope and Description of Responsibility	<p><b>Scope:</b> Lulu managed a \$453 million contract for 250 personnel in tandem with the technical program management and implementation of the C-IV system, a large and complex IT system, across four counties to 250 offices, and 7,000 users. She was the Reports Design Confirmation Lead that led to C-IV Final Acceptance.</p> <p><b>Responsibility:</b> Lulu's responsibilities included contract and financial management, subcontractor management of five vendors, procurement, and office and facility management.</p>				
Skills Utilized and Experience Attained	<p><b>Skills:</b> Lulu managed the design, development, testing, infrastructure build, user training, implementation, and maintenance services for the C-IV system, including preparation and execution of Release 1 Pilot, Release 2 Pilot, Release 1 Consortium-wide implementation, and Release 2 Consortium-wide rollout.</p> <p><b>Experience:</b> Lulu managed Reports Design Confirmation and the UAT project for a team of 15 Accenture personnel and 60 users. She completed the redesign and confirmation of 128 federal and State reports.</p>				
Education (add rows as needed)					
Years	Course of Study	School			
09/1985 – 06/1990	Computer Information Systems	California State Polytechnic University, Pomona			
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization	Dates			
Project Management Professional	Project Management Institute (PMI)	August 6, 2010 – August 6, 2025, Certificate: 1351707			

PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification I-S8	A minimum of three (3) years of experience within the past five (5) years leading a PMO in a corporate systems integration organization, Federal, State, County, or Consortium organization.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: CalSAWS Consortium	Contact Name: [REDACTED]
Project Name: CalSAWS	Company Name: CalSAWS Consortium
Time Period: (Month, Day, Year – Month, Day, Year) March 4, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Program/Project Management Office Lead	
<p><i>Description of relevant experience:</i></p> <p>The CalSAWS project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The CalSAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> The CalSAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKs Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The CalSAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties are migrated, the number of CalSAWS users will be approximately 41,500.</li> <li><b>4. Has a contract value of at least \$10,000,000 dollars:</b> The CalSAWS contract value is \$1,425,495,842.</li> <li><b>5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.</li> </ol> <p><b>As the CalSAWS Program/Project Management Office Lead, Lulu's responsibilities include:</b></p> <p><b>Project scope</b></p> <ul style="list-style-type: none"> <li>Serves as the Program/Project Management Office Lead for Accenture, the System Integrator</li> <li>Works closely with the Delivery Managers and provides PMO oversight and support in the execution of Accenture's prime contract responsibilities</li> </ul>	

**PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE**

- Provides overall project management for Accenture M&O, M&E, and CalSAWS DD&I Migration work efforts (e.g., CalSAWS Project Gantt chart and DD&I critical path, CalSAWS Work Plan, risk and issue management, quality management, communication management, contract management, etc.)
- Provides PMO support over the NIST 800-53 audits and implementation of controls in the CalSAWS PCD, M&O Services Plan, and M&E Services Plan deliverables
- Develops and manages annual updates to the CalSAWS PCD, which includes the project management plans for Communications Management, Contract Management, Deficiency Management, Deliverable Management, Quality Management, Risk and Issue Management, and Staff Management
- Manages the execution of project management and project processes and procedures contained within the CalSAWS PCD
- Manages the updates to the M&O Services Plan and M&E Services Plan deliverables and the deliverable management process for CalSAWS DD&I deliverables
- Manages requirements compliance and tracking
- Manages and monitors the Work Plans developed by the Delivery Leads and Project Scheduler
- Manages monthly compliance, monitoring, tracking, and reporting of the service level agreements (SLAs)
- Manages the execution and performance of the CalSAWS prime contract and 25 subcontractor agreements
- Managed the expansion of the facility space at the Rancho Cordova project site
- Automates processes, including the roll-on and roll-off process in ServiceNow

**Time**

- Leads a PMO Work Plan team that manages 245 work plans in Microsoft Office Professional (Cloud-based Plan 3, 2022 version) and 8,430,768 hours across all work plans dating from the beginning of the project to present

**Cost**

- Manages consolidated C-IV services that continue into the existing CalSAWS prime contract
- Manages the contract amendment and change notice processes
- Manages and coordinates with the Accenture leads on Accenture's project budget, monthly invoice projections, and IAPDU and ABQ (premise) updates processes
- Provides financial reporting regarding planned and actual monthly expenditures using contract price schedules

**Human resources**

- Leads and manages the Accenture PMO team consisting of 40 personnel located onshore and offshore
- Transitioned personnel when required, including 800 personnel from the Rancho Cordova and Norwalk project sites to remote work in two weeks
- Reacts with agility to unexpected situations, such as the development and roll out of Microsoft Teams to 800 personnel at the start of the COVID-19 pandemic

**PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE**

- Manages the Rancho Cordova and Norwalk facilities team
- Manages the Inclusion, Diversity, Equity and Advancement (IDEA) program at CalSAWS for 1,500 personnel, including diversity awareness workshops, the CalSAWS Buddy Program, and CalSAWS Table Talks sessions
- Manages the Cultural Transformation program for the entire CalSAWS team of 1,500 personnel that includes the creation of the Power of 58 brand, the CalSAWS "One Team" brand, and one CalSAWS mission—a new, one-team identity for multiple project sites with different cultures
- Implements virtual team engagement initiatives for inclusion of the remote workforce, such as a monthly CalSAWS Connect newsletter, a monthly virtual project-wide/all-staff meeting series with an average of 500 participants, and AAPI, Latinx, Black, LGBTQIA+ Pride employee resource groups

**Risk**

- Manages related issue resolution and risk mitigation strategies after developing and launching the program
- Manages risk and issues for the enterprise CalSAWS program across all Consortium vendors

**Quality**

- Manages the quality assurance program and quality metrics to improve service delivery continuously
- Manages the deliverable management process for quality submission in achieving 100-percent Consortium approval
- Leads and supports the development and delivery of all M&E deliverables and work products, confirming they are the highest quality and are delivered in accordance with the approved M&E Work Plan

**Integration**

- Oversees the PMO in the administration, enhancement, and maintenance of the CalSAWS.org website which was designed, developed, and rolled out in two months
- Managed the integration of project management activities across the Accenture teams
- Managed 81 DD&I Deliverables with 100-percent on time submission and 100-percent approval ratings

**Communication**

- Builds strong working relationships with key internal and external stakeholders
- Provided leadership direction across the Accenture functional teams to gain approval of the CalACES Migration Final Acceptance deliverable for the C-IV Counties' migration to the CalSAWS System
- Coordinates the monthly IT Project Status Meetings with the Accenture teams, the Office of Systems Integration (OSI), the United States Department of Agriculture Food and Nutrition Service (FNS), and Centers for Medicare and Medicaid Services (CMS)
- Provides Zoom host and technical support for the monthly CalSAWS Joint Powers Authority (JPA) board meetings and project steering committee meetings
- Provides PMO leadership oversight for the CMS Streamlined Modular Certification for the CalSAWS DD&I Project
- Prepares and facilitates the Consortium weekly Section Directors' meetings for the Consortium Executive Director

**PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE**

- Coordinates and prepares for the weekly CalSAWS project status agenda and status reports across all Consortium vendors, and serves as backup facilitator of the weekly status meetings
- Plans and coordinates logistics onsite and remotely for the annual CalSAWS conferences

<b>Project #2</b>	<b>Contact #2</b>
Company Name: LA County Department of Public Social Services (DPSS)	Contact Name: [REDACTED]
Project Name: LEADER Replacement System (LRS)	Company Name: LA County DPSS, Former Project Executive Director
Time Period: (Month, Day, Year – Month, Day, Year) November 7, 2012 – March 3, 2019	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Project Management Office Manager	
<p><i>Description of relevant experience:</i></p> <p>The LRS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The LRS solution integrated with a member self-service portal, IVR, EDMS (document imaging), call center application, mobile apps, and a real-time lobby check-in. LRS and ancillary services use 60 off the shelf software components as part of the overall solution including Adobe, Cisco, IBM, Informatica, Oracle, Pitney Bowes, SAP, ServiceNow, and VMWare.</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> The LRS solution interfaced with several real time external systems including MEDS, IEVS, DMS/ELP, CalWIN, Department of Children and Family Services (DCFS), Child Support, Department of Public Social Services (DPSS), and CalHEERS (near real time).</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The LRS solution was accessed by 13,000 Los Angeles County users at 130 office locations.</li> <li><b>4. Has a contract value of at least \$10,000,000 dollars:</b> The solution contract value was \$1,054,145,353 (initial term, amended).</li> <li><b>5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The LRS solution includes multi-tiered architecture including front-end applications optimized for a variety of user interface platforms.</li> </ol> <p><b>Lulu was the Project Management Office Manager for LRS. As the Project Management Office Manager, her responsibilities included:</b></p> <p><b>Project scope</b></p> <ul style="list-style-type: none"> <li>• Served as the Project Management Office Manager on LRS, which was a large and complex IT system in a health and human services project</li> </ul>	

**PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE**

- Led and managed the PMO, consisting of a team of approximately 30 personnel
- Developed and maintained standards, templates, and project management processes
- Managed the buildout of the Norwalk Project Office, consisting of 60,000 square feet in 60 days
- Managed two major subcontractors supporting the data center provider and print vendor
- Led and achieved final acceptance of the LRS system
- Created, implemented, and maintained the LRS Project Control Document (PCD), M&O Services Plan, and M&E Services Plan
- Managed the Norwalk Project Office facilities for 525 personnel
- Managed and executed the compliance of the LRS agreement and requirements
- Managed the contract amendment and change notices process

**Time**

- Managed the project schedule, meeting 100-percent on-time delivery

**Cost**

- Managed the budget and client billings to deliver the LRS agreement on budget
- Managed the execution and compliance of the LRS agreement total price at approximately \$630 million
- Managed the warranty process

**Human resources**

- Managed the compliance of subcontractor agreements for approximately 10 staff augmentation vendors

**Risk**

- Managed the risk and issue management processes

**Quality**

- Managed the quality assurance program, metrics, and continuous improvement initiatives

**Integration**

- Managed 75 DD&I deliverables with 100-percent on time submission and 100-percent approval rating

**Communication**

- Managed project reporting and facilitated the weekly project status meetings
- Managed the change control board process and facilitated the change control meetings

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>5 years</b>
Minimum Qualification I-S9	A minimum of three (3) years of experience directly responsible for supporting activities in the following Project Management knowledge areas: scope, time, cost, human resource, risk, quality, integration and communication.	
<b>Project #1</b>		<b>Contact #1</b>
Company Name: CalSAWS Consortium		Contact Name: [REDACTED]

PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE	
Project Name: CalSAWS	Company Name: CalSAWS Consortium
Time Period: (Month, Day, Year – Month, Day, Year) March 4, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Program/Project Management Office Lead	
<p><i>Description of relevant experience:</i></p> <p>The CalSAWS project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The CalSAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> The CalSAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKs Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The CalSAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties are migrated, the number of CalSAWS users will be approximately 41,500.</li> <li><b>4. Has a contract value of at least \$10,000,000 dollars:</b> The CalSAWS contract value is \$1,425,495,842.</li> <li><b>5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.</li> </ol> <p><b>As the CalSAWS Program/Project Management Office Manager, Lulu's responsibilities included:</b></p> <p><b>Project scope</b></p> <ul style="list-style-type: none"> <li>Serves as the Program/Project Management Office Lead for Accenture, the System Integrator</li> <li>Works closely with the Delivery Managers and provides PMO oversight and support in the execution of Accenture's prime contract responsibilities</li> <li>Provides overall project management for Accenture M&amp;O, M&amp;E, and CalSAWS DD&amp;I Migration work efforts (e.g., CalSAWS Project Gantt chart and DD&amp;I critical path, CalSAWS Work Plan, risk and issue management, quality management, communication management, contract management, etc.)</li> </ul>	

**PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE**

- Provides PMO support over the NIST 800-53 audits and implementation of controls in the CalSAWS PCD, M&O Services Plan, and M&E Services Plan deliverables
- Develops and manages annual updates to the CalSAWS PCD, which includes the project management plans for Communications Management, Contract Management, Deficiency Management, Deliverable Management, Quality Management, Risk and Issue Management, and Staff Management
- Manages the execution of project management and project processes and procedures contained within the CalSAWS PCD
- Manages the updates to the M&O Services Plan and M&E Services Plan deliverables and the deliverable management process for CalSAWS DD&I deliverables
- Manages requirements compliance and tracking
- Manages and monitors the Work Plans developed by the Delivery Leads and Project Scheduler
- Manages monthly compliance, monitoring, tracking, and reporting of the service level agreements (SLAs)
- Manages the execution and performance of the CalSAWS prime contract and 25 subcontractor agreements
- Managed the expansion of the facility space at the Rancho Cordova project site
- Automates processes, including the roll-on and roll-off process in ServiceNow

**Time**

- Leads a PMO Work Plan team that manages 245 work plans in Microsoft Office Professional (Cloud-based Plan 3, 2022 version) and 8,430,768 hours across all work plans dating from the beginning of the project to present

**Cost**

- Manages consolidated C-IV services that continue into the existing CalSAWS prime contract
- Manages the contract amendment and change notice processes
- Manages and coordinates with the Accenture leads on Accenture's project budget, monthly invoice projections, and IAPDU and ABQ (premise) updates processes
- Provides financial reporting regarding planned and actual monthly expenditures using contract price schedules

**Human resources**

- Leads and manages the Accenture PMO team consisting of 40 personnel located onshore and offshore
- Transitioned personnel when required, including 800 personnel from the Rancho Cordova and Norwalk project sites to remote work in two weeks
- Reacts with agility to unexpected situations, such as the development and roll out of Microsoft Teams to 800 personnel at the start of the COVID-19 pandemic
- Manages the Rancho Cordova and Norwalk facilities team
- Manages the Inclusion, Diversity, Equity and Advancement (IDEA) program at CalSAWS for 1,500 personnel that includes diversity awareness workshops, the CalSAWS Buddy Program, and CalSAWS Table Talks sessions

**PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE**

- Manages the Cultural Transformation program for the entire CalSAWS team of 1,500 personnel that includes the creation of the Power of 58 brand, the CalSAWS "One Team" brand, and one CalSAWS mission—a new, one-team identity for multiple project sites with different cultures
- Implements virtual team engagement initiatives for inclusion of the remote workforce, such as a monthly CalSAWS Connect newsletter, a monthly virtual project-wide/all-staff meeting series with an average of 500 participants, and AAPI, Latinx, Black, LGBTQIA+ Pride employee resource groups

**Risk**

- Manages related issue resolution and risk mitigation strategies after developing and launching the program
- Manages risk and issues for the enterprise CalSAWS program across all Consortium vendors

**Quality**

- Manages the quality assurance program and quality metrics to improve service delivery continuously
- Manages the deliverable management process for quality submission in achieving 100-percent Consortium approval
- Leads and supports the development and delivery of all M&E deliverables and work products, confirming they are the highest quality and are delivered in accordance with the approved M&E Work Plan

**Integration**

- Manages the integration of project management activities across the DD&I projects
- Manages the integration of project management activities across the M&E and M&O services
- Manages the development of the CalSAWS.org website which was designed, developed, and rolled out in just two months

**Communication**

- Builds strong working relationships with key internal and external stakeholders
- Provided leadership direction across the Accenture teams to gain approval of the CalACES Migration Final Acceptance deliverable for the C-IV Counties' migration to the CalSAWS System
- Coordinates the monthly IT Project Status Meetings across the Accenture teams and with OSI, FNS, and CMS
- Provides Zoom host and technical support for the monthly CalSAWS JPA board meetings and project steering committee meetings
- Provides PMO leadership oversight for the CMS Streamlined Modular Certification for the CalSAWS DD&I Project
- Prepares and facilitates the Consortium weekly Section Directors' meetings for the Consortium Executive Director
- Coordinates and prepares for the weekly CalSAWS project status agenda and status reports across all Consortium vendors, and serves as backup facilitator of the weekly status meetings
- Plans and coordinates logistics onsite and remotely for the annual CalSAWS conferences

Project #2	Contact #2
Company Name: LA County Department of Public Social Services (DPSS)	Contact Name: <span style="background-color: black; color: black;">XXXXXXXXXX</span>

PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE	
Project Name: LEADER Replacement System (LRS)	Company Name: LA County DPSS, Former Project Executive Director
Time Period: (Month, Day, Year – Month, Day, Year) November 7, 2012 – March 3, 2019	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Project Management Office Manager	
<p><b>Description of relevant experience:</b></p> <p>The LRS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>Integrates with at least two applications, one of which is a COTS:</b> The LRS solution integrated with a member self-service portal, IVR, EDMS (document imaging), call center application, mobile apps, and a real-time lobby check-in. LRS and ancillary services use 60 off the shelf software components as part of the overall solution including Adobe, Cisco, IBM, Informatica, Oracle, Pitney Bowes, SAP, ServiceNow, and VMWare.</li> <li><b>Interfaces with at least five external systems, at least one of which is real-time:</b> The LRS solution interfaced with several real time external systems including MEDS, IEVS, DMS/ELP, CalWIN, Department of Children and Family Services (DCFS), Child Support, Department of Public Social Services (DPSS), and CalHEERS (near real time).</li> <li><b>Is accessed by at least 1,000 users at multiple locations:</b> The LRS solution was accessed by 13,000 Los Angeles County users at 130 office locations.</li> <li><b>Has a contract value of at least \$10,000,000 dollars:</b> The solution contract value was \$1,054,145,353 (initial term, amended).</li> <li><b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The LRS solution includes multi-tiered architecture including front-end applications optimized for a variety of user interface platforms.</li> </ol> <p><b>Lulu was the Project Management Office Manager for LRS. As the Project Management Office Manager, her responsibilities included:</b></p> <p><b>Project scope</b></p> <ul style="list-style-type: none"> <li>Served as the Project Management Office Manager on LRS, which was a large and complex IT system in a health and human services project</li> <li>Managed the scope management and requirements compliance processes</li> <li>Managed the change control board process and facilitated the change control meetings</li> <li>Managed and supported the Public Records Act requests</li> <li>Developed the work plan with critical path and cross team dependencies</li> <li>Maintained the LRS organization chart</li> </ul> <p><b>Time</b></p> <ul style="list-style-type: none"> <li>Managed the project schedule, meeting 100-percent on time delivery</li> </ul>	

**PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE****Cost**

- Managed the fiscal budget, cost, and hardware and software procurement processes
- Provided weekly reporting of budget, schedule variance, look ahead, and schedule performance index (SPI) metrics reporting

**Human Resources**

- Managed the roll-on, orientation, and roll-off process for all personnel
- Managed the Accenture personnel performance process
- Implemented and managed the Accenture mentor program, recognition program, and retention program
- Provided the monthly 24-month staffing plan

**Risk**

- Managed the monthly risk and issue management processes
- Maintained the Risk Management Process in the PCD

**Quality**

- Managed the quality assurance program, quality metrics, and continuous improvement initiatives
- Managed the deficiency management processes and low production defect backlog

**Integration**

- Oversees the PMO in the administration, enhancement, and maintenance of the CalSAWS.org website which was designed, developed, and rolled out in just two months
- Managed the integration of project management activities across the Accenture teams
- Managed 75 DD&I Deliverables with 100-percent on time submission and 100-percent approval rating

**Communication**

- Managed the LRS internal project communication processes
- Provided input and support to the LA County Department of Public Social Services (DPSS) monthly DPSSTAT executive meetings
- Supported and coordinated the LRS monthly Steering Committee meetings

Total Duration of all Projects cited to meet the MQ:			10 years 2 months	
Minimum Qualification I-S10	Possess and maintain a valid Project Management Institute (PMI) Project Management Professional (PMP) certification throughout the term of this Agreement.			
Certification / Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link; if not available, attach a copy to the offer
Project Management Professional (PMP)	1351707	08/2010	08/2025	<a href="https://pmi.org/certifications/certification-resources/registry">pmi.org/certifications/certification-resources/registry</a>



THIS IS TO CERTIFY THAT

**Wei M. Fou**

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE  
IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND  
RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

**Project Management Professional (PMP)®**

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE

A handwritten signature in black ink, reading 'Jennifer Tharp'.

Jennifer Tharp | Chair, Board of Directors



A handwritten signature in black ink, reading 'Pierre Le Manh'.

Pierre Le Manh | President & CEO

PMP® Number: 1351707

PMP® Original Grant Date: 06 August 2010

PMP® Expiration Date: 06 August 2025



### 1.3 INFRASTRUCTURE DELIVERY INTEGRATION MANAGER STAFF QUALIFICATIONS

INFRASTRUCTURE DELIVERY INTEGRATION MANAGER				
PART 1 – RÉSUMÉ				
Contractor	Accenture LLP			
Candidate Name	James Gnesda			
Position in the Company	Technology Delivery Lead	Length of Time in Position	10 years	
Project Position & Responsibilities	Infrastructure Delivery Integration Manager Project responsibilities are as defined in RFP section 12.1.3.6.3.			
Skills & Qualifications for Project Position	<p><b>Skills:</b> James is skilled in infrastructure delivery integration and exceeds the mandatory requirements. His technical skills include application architecture, configuration and release management, design and build enablement, eligibility and enrollment, health data analytics, cloud strategy and assessment, data analytics, shareholder value analysis, and value analysis and prioritization. His project and program management skills include program project management, estimation and planning, scope management, Project Management Body of Knowledge (PMBOK), and communication.</p> <p><b>Qualifications:</b> James has 20 years of experience leading and delivering complex technology initiatives in California. He has more than 10 years of experience coordinating multidisciplinary teams over various functional and technical areas in a leadership capacity on projects that involved large and complex IT systems <b>(MQ I-S11: Exceeds)</b>. James was the Application Development and Integration Lead for CalHEERS, a project similar in size and scale to CalSAWS <b>(MQ I-S12: Exceeds)</b>. For 10 years, James was assigned to CalHEERS then to CDPH Vaccine Management as a full-time equivalent (FTE). He has extensive experience using traditional waterfall, agile and hybrid-agile delivery methodologies for both projects <b>(MQ I-S13: Exceeds)</b>. James has 9.5 years of experience building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, making sure clients and stakeholders are aware of progress/service status; and building credibility and fostering business-partnering relationships. He has demonstrated this capability on varied projects including State-based healthcare exchanges, integrated eligibility systems and vaccine management implementation and operations <b>(MQ I-S14: Exceeds)</b>.</p>			
Relevant Experience (Add additional tables as needed)				
Project Title	California Department of Public Health (CDPH) Vaccine Management			
Position Title	CDPH Client Account Lead			
Begin Date	12/2020	End Date	Ongoing	# of Months 25

INFRASTRUCTURE DELIVERY INTEGRATION MANAGER					
Scope and Description of Responsibility	<p>Scope: As the CDPH Client Account Lead for the CDPH Vaccine Management Program, James develops and executes activities related to end-to-end project management, including project plans and estimates, scoping, and requirements through implementation and deployment. He also proactively monitors, manages, and reports on the execution of deliverables. With Accenture as the prime contractor, he leads the team that is developing and overseeing the project to support the statewide vaccination campaign. The Accenture-built and implemented Vaccine Management solution is a large-scale system integration. In delivering these solutions, his teams use the Agile Software Development Life Cycle (SDLC) approach to configure the systems, launch them in a matter of weeks, and deploy additional critical features every two weeks.</p> <p>Description of Responsibility: James is responsible for developing and executing activities related to end-to-end project management. He works across multiple teams and client stakeholders to align with project goals, schedules, and strategic initiatives. James leads Project team stand-up calls, weekly operations meetings, and monthly client steering committee meetings—managing issues and risk logs and escalations and reporting on overall project status to the client executive team.</p>				
Skills Utilized and Experience Attained	<p>Skills Utilized: In his role, James uses his strong leadership, planning, risk management, and communication skills for end-to-end project management. He uses his skills in application architecture, configuration and release management, design and build enablement, payer eligibility and enrollment, health data analytics, cloud strategy and assessment, data analytics, shareholder value analysis, and value analysis and prioritization to provide inputs to testing efforts and metrics.</p> <p>Experience Attained: James has attained and continues to attain experience in end-to-end project management and fostering business-partnering relationships through his work with CDPH Vaccine Management. He serves as a point of contact for CDPH Vaccine Management teams and has attained valuable experience in monitoring the effectiveness of team and contractor interactions with the best interests of the client in mind.</p>				
Project Title	<b>California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)</b>				
Position Title	Application Development and Integration Lead				
Begin Date	06/2012	End Date	04/2020	# of Months	95
Scope and Description of Responsibility	<p><b>Scope:</b> James led the design and development of CalHEERS for the State of California. This effort involved working with the COO, CTO, and the executive director of Covered California along with Senior Leadership at DHCS regularly to determine key priorities and strategic drivers of maximizing consumer enrollment and retention. James drove key program and policy decisions with executive leadership at CalHEERS, Covered CA, and DHCS and regularly consulted with CalHEERS, Covered California and DHCS on key business decisions on service center support, health plan offerings, and selection and enrollment processes. He also managed more than more than 100 employees for more than eight years with a 100,000-hour work plan through the Software</p>				

INFRASTRUCTURE DELIVERY INTEGRATION MANAGER		
	<p>Development Life Cycle (SDLC) including requirements analysis of more than 700 business and technical requirements and creating functional and detailed designs to satisfy those requirements. His role managed multiple roles and interactions to make sure that teams worked collectively to achieve program goals.</p> <p><b>Description of Responsibility:</b> As the Application Development and Integration Lead, James was responsible for planning and managing the development team's work effort, managing the flow and quality of team deliverables while verifying that deadlines were met. James also identified changes in scope or work effort that would have resulted in changes to work plans, documenting, and communicating issues related to development activities and providing the Project Management team with weekly status updates. He conducted large-scale system development management from start-up through maintenance and operations and was responsible for problem resolution with Senior Executive Clients and Stakeholders.</p>	
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> In his role, James used his leadership, planning, risk management, and communication skills to lead the design and development of CalHEERS. He used his leadership and interpersonal skills to work with executive leadership to determine key priorities and strategic drivers to maximize enrollment and retention.</p> <p><b>Experience Attained:</b> James attained experience working with large-scale system development management from start-up through maintenance and operations and large-scale portal redesign using user-centered processes to achieve stakeholder buy-in and consumer-first results. He also gained further experience in senior executive client and stakeholder tactical and strategic relationship skills as well as problem resolution communication.</p>	
Education (add rows as needed)		
Years	Course of Study	School
08/1997 – 08/2001	B.S., Business Administration	California Polytechnic State University-San Luis Obispo
Professional Certifications or Designations (add rows as needed)		
Certification or Designation	Organization	Dates
Project Management Professional	Project Management Institute	August 21, 2018 – August 20, 2024; Certificate: 2239913 James will renew and maintain certification throughout the life of the contract.

PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification I-S11	A minimum of two (2) years of experience coordinating multidisciplinary teams over various functional and technical areas in a leadership capacity on Projects that involved large and complex IT systems.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: California Department of Public Health (CDPH)	Contact Name: [REDACTED]
Project Name: CDPH Vaccine Management	Company Name: CDPH Vaccine Management
Time Period: December 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: CDPH Client Account Lead (Equivalent to Delivery Integration Manager)	
<p><i>Description of relevant experience:</i></p> <p><b>MQ I-S11 A minimum of two (2) years of experience coordinating multidisciplinary teams over various functional and technical areas in a leadership capacity on Projects that involved large and complex IT systems.</b></p> <p>The CDPH Vaccine Management project meets the definition of a "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The Vaccine Management solution integrates with MuleSoft, Salesforce AWS, and DocuSign, all of which are COTS platforms.</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> Through MuleSoft, Salesforce, AWS, and DocuSign platforms, the Vaccine Management solution integrated with the CDPH, California Department of Technology (CDT), California Governor's Office of Emergency Services (CalOES), local health jurisdictions (LHJs), Centers for Disease Control and Prevention (CDC), U.S. Food and Drug Administration (FDA) through the Vaccine Adverse Event Reporting System (VAERS), California Department of Motor Vehicles (DMV), San Francisco Health Department, Los Angeles Health Department, educational institutions, clinics, and State and local government databases. The Vaccine Management solution used Accenture's Artificial Intelligence Plus (AIP+) platform of pre-integrated components—including a lake, warehouse, and processing tools for data along with advanced analytical tools and artificial intelligence—that were hosted on the cloud with Amazon Web Services (AWS). We used Salesforce Cloud to integrate public health and third-party data from various sources and feed it into the AIP+ platform in real time.</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The Vaccine Management portal was accessed by 16,000 COVID-19 vaccine providers and by more than two million residents.</li> <li><b>4. Has a contract value of at least \$10,000,000 dollars:</b> The total contract value was \$283,000,000.</li> <li><b>5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The Vaccine Management portal (for providers) included multi-tiered architecture including front-end applications optimized for various user interface</li> </ol>	

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

platforms. The myCAVax end-to-end architecture includes a public web front-end portal with eight language translations, a back-end data model with fuzzy match algorithms and immunization registry integration, a virtual assistant tool with process flows for the public to report issues, a security and integration tool to identity verification solution, and a staff remediation tool with AI-driven automation for data remediation.

As the CDPH Client Account Lead, James's responsibilities include:

**Leadership and Program Scope Management**

- **Manages and coordinates work across multidisciplinary teams across all workstreams for the Vaccine Management Program, which is comprised of 270 Accenture personnel (over 700 Accenture personnel at peak)**
- **Leads and coordinates the functional, analytics and reporting, service desk, integrations (MuleSoft, CalREDIE), security, marketing, program and project management, communications, technical and training teams to develop and implement the three vaccine management systems: myCAVax, My Turn, and Digital Vaccine Record (DVR). Each system is an integrated digital system and end-to-end user experience, including ongoing enhancements and agile-based feature releases**
- **Oversaw the design, development, test and implementation of the statewide vaccination system that supports the inoculation of 50,000 people daily at peak (and over 86M Californians to date) and the statewide clinic operations support to 9,000+ providers, Local Health Jurisdictions (LHJs), and counties**
- **Led the coordination of functional and technical teams to design, develop, test, and implement a minimum viable product (MVP) for the my Turn application within 10 days of the project start. The myTurn system became the clinicians and Californians' main public source for COVID-19 vaccine eligibility information and supports appointment scheduling in 14 languages.**
- **Managed the expanded vaccination management capabilities beyond COVID-19 into the State's administration of flu vaccines**
- **Oversaw the design, development, test, and implementation of over 80 vaccine management feature releases that were deployed within a span of eight months**
- **Managed the communication of the vaccine management program functional releases/enhancements to the Local Health Jurisdictions (LHJs) via the weekly LHJ Council meetings; the LHJs' executives utilized the information to make decisions about opting in/out of the vaccine management application features**
- **Collaborates with the Vaccine Management Program's director and program management on the project's direction and strategies**
- **Serves as an executive-level escalation point for topics and concerns raised by CDPH executives and Accenture team leads**
- **Manages application release priorities and the development of estimates, scoping, and requirements for application enhancements through implementation**
- **Manages the creation and execution of plans and processes that governed multiple teams, including organization charts, project personnel rosters, and roles and responsibilities**

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE****Effectiveness and Coordination**

- Collaborates with the CDPH program management contractor and monitors the effectiveness of interactions between the Accenture delivery team and CDPH program management contractor
- Monitors and clarifies lines of delineation between and among teams and contractors
- Provides coordination services to confirm all team members remain aligned with CDPH goals, schedules, and strategic initiatives via twice-weekly meetings with Accenture team leads
- Leads, facilitates, and presents project status updates at the weekly and monthly Vaccine Management Program's Program Status meeting series that includes participants from CDPH executives and the CDPH program management contractor; also manages the collection of project status inputs from the CDPH team and CDPH program management contractor

**Testing**

- Coordinates timing and entry/exit criteria associated with design, build, test, and delivery across the Accenture delivery teams and CDPH program management
- Provides input into testing efforts for myCAVax feature releases and enhancements

**Aligning Teams**

- Serves as first point of contact to resolve disputes between and/or among delivery teams and an executive-level escalation for concerns raised by CDPH executives
- Resolves conflicting tasks, priorities, and resources for the delivery of vaccine management application releases and maintenance and operations
- Provides input into the determination of project priorities, including application release priorities and strategies, to support CDPH's delivery of vaccine eligibility support to clinicians and Californians
- Aligns teams to enable Vaccine Management project success

**Reporting and Communication**

- Presents project status updates Vaccine Management Program's Program Status meeting series that occurs weekly and monthly (twice daily during the project's initial design, development, and implementation phase) and includes participants from CDPH executives (including the CIO, Epidemiologist, Chief Field Services Officer, and Program Coordination) and the CDPH program management contractor
- Provides status updates and strategic input during Program Strategy meetings that includes the CDPH Director and Deputy Director
- Provides reports and metrics regarding the effectiveness and timeliness of team interactions
- Communicates and reports on CDPH matters on an ongoing basis

Project #2	Contact #2
Company Name: California Office of Systems Integration, Covered California	Contact Name: <span style="background-color: black; color: black;">[REDACTED]</span>

PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE	
Project Name: CalHEERS	Company Name: CalHEERS
Time Period: June 1, 2012 – April 22, 2020	Phone Number: [REDACTED] [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Application Development and Integration Lead	
<p><i>Description of relevant experience:</i></p> <p><b>MQ I-S11 A minimum of two (2) years of experience coordinating multidisciplinary teams over various functional and technical areas in a leadership capacity on Projects that involved large and complex IT systems.</b></p> <p>The CalHEERS project meets the definition of a “large and complex IT system,” based on the following criteria defined in the RFP:</p> <ul style="list-style-type: none"> <li>• <b>Integrates with at least two applications, one of which is a COTS:</b> The CalHEERS solution integrated with eight COTS applications, including Oracle and GetInsured, for healthcare eligibility, enrollment, and billing.</li> <li>• <b>Interfaces with at least five external systems, at least one of which is real-time:</b> The CalHEERS solution integrated with the Department of Health Care Services MEDS system (real time), as well as the California Statewide Automated Welfare systems, including C-IV (consortium of 39 counties), LEADER Replacement System (LRS), Los Angeles County, and CalWIN (consortium of 18 counties). Additional legacy systems interfaced to insurance carriers, State and federal verification services, and systems of organizations such as Franchise Tax Board (FTB), Employment Development Department (EDD), and the Internal Revenue Service.</li> <li>• <b>Is accessed by at least 1,000 users at multiple locations:</b> The CalHEERS solution was accessed by 5.5 million users in multiple locations.</li> <li>• <b>Has a contract value of at least \$10,000,000 dollars:</b> The total contract value was approximately \$1,090,000,000.</li> <li>• <b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalHEERS solution included a customer-facing user interface built on REACT that was optimized for a mobile and desktop experience. The solution included an application and data layer along with a rules engine and implemented micro-services to access various services across the solution.</li> </ul> <p><b>As the CalHEERS Application Development and Integration Lead, James’s responsibilities included:</b></p> <p><b>Leadership and Program Scope Management</b></p> <ul style="list-style-type: none"> <li>• <b>Managed and coordinated multidisciplinary teams for design, development, and testing for the CalHEERS Project</b></li> <li>• <b>Managed more than 100 professionals across multidisciplinary teams that performed over 100,000 hours of work annually</b></li> <li>• <b>Led the successful on-time design, development, and implementation of the CalHEERS system that was delivered within 14 months. This effort involved working with the COO, CTO and the Executive Director of Covered California (the California Health Benefit Exchange) on a regular basis to determine key priorities and strategic drivers of maximizing consumer enrollment and retention</b></li> </ul>	

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- **Led design, development, and test teams through the CalHEERS project's software development lifecycle (SDLC) including requirements analysis of over 700 business and technical requirements and creation of functional and detailed designs to satisfy those requirements**
- **Led the successful integration of the state health benefit exchange with the county-based SAWS eligibility systems and the federal hub**
- **Managed the design, development and implementation of system enhancements for the CalHEERS system for bi-monthly baseline releases and emergency releases** Managed the end-to-end process for over 1,000 change requests for system enhancements. This included coordinating Accenture functional and technical teams on requirements analysis, scoping and solutioning, and developing project plans and solution estimates through implementation and deployment. James also collaborated with CalHEERS, Covered California and DHCS executives on the reviews and approvals of change requests.
- Led the successful user experience (UX)/user interface (UI) redesign of the health benefit exchange website and portal using user-centered design principles
- Worked across the service delivery lifecycle on engineering solutions for new integrations including system rollouts, major and minor enhancements, and/or ongoing maintenance of existing applications

**Effectiveness and Coordination**

- Collaborated with the CalHEERS program management and executives to monitor the effectiveness of interactions between the Accenture delivery team and other CalHEERS contractors, such as the CalHEERS training contractor and GetInsured
- As a contributing member to the Executive Steering Committee, drove key program and policy decisions with executive leadership at Covered California and DHCS; collaborated with CalHEERS, the California Department of Healthcare Services (DHCS), and Covered California to develop release plans and the 24-month roadmap
- Worked with Covered California's Executive Director, COO and CTO regularly to determine key priorities and strategic drivers of maximizing consumer enrollment and retention
- Consulted with Covered California on key business decisions on service center support, health plan offerings, and the selection and enrollment processes
- Managed the Development and Maintenance teams' work effort and promoted adherence to budget, schedule, and scope
- Managed the development and delivery of design deliverables and work products

**Testing**

- Directed a change request process, system integration testing, user acceptance testing, and federal authorization to connect testing
- Developed and updated project plans and objectives, system specifications, and rollout schedules
- Monitored system operations and performance throughout implementation and go-live and coordinated with the CalHEERS production operations team lead to resolve issues relating to system performance

**Aligning Teams**

- Serves as an executive-level escalation point for topics and concerns raised by CalHEERS, Covered California, and DHCS executives and Accenture team leads

PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"> <li>Resolved conflicting tasks, priorities, and resources for the delivery of system enhancements and application releases for the CalHEERS system</li> <li>Provides input into the determination of project priorities, including CalHEERS application releases and the CalHEERS 24-month roadmap</li> <li>Aligns teams to enable CalHEERS project success</li> </ul>	
<b>Reporting and Communication</b>	
<ul style="list-style-type: none"> <li>Presented project status updates to the CalHEERS executives, Covered California's Executive Director, COO and CTO, and DHCS executives at weekly project status meetings</li> <li>Presented project status updates and topics related to project priorities to CalHEERS executives, Covered California's Executive Director, COO and CTO, and DHCS executives at CalHEERS Project Steering Committee meetings</li> <li>Presented project status updates at the Assembly Bill (AB) 1296 Stakeholder meeting series that was facilitated by DHCS and included advocate and stakeholder groups</li> <li>Presented proposed system enhancements to the CalHEERS Change Control Board (CCB) at weekly CCB meetings</li> </ul>	
<b>Total Duration of all Projects cited to meet the MQ:</b>	
<b>10 years</b>	
Minimum Qualification I-S12	A minimum of two (2) years of experience coordinating integration services on a Project similar in size and scale to the CalSAWS.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: California Department of Public Health (CDPH)	Contact Name: [REDACTED]
Project Name: CDPH Vaccine Management	Company Name: CDPH Vaccine Management
Time Period: December 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: CDPH Client Account Lead (Equivalent to Delivery Integration Manager)	
<b>Description of relevant experience:</b> <b>MQ I-S12 A minimum of two (2) years of experience coordinating integration services on a Project similar in size and scale to the CalSAWS.</b>  As the CDPH Client Account Lead, James's responsibilities include:	
<b>Leadership and Program Scope Management</b>	

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- **Manages and coordinates work across multidisciplinary teams across all workstreams for the Vaccine Management Program, which is comprised of 270 Accenture personnel (over 700 Accenture personnel at peak)**
- **Leads and coordinates the functional, analytics and reporting, service desk, integrations (MuleSoft, CalREDIE), security, marketing, program and project management, communications, technical and training teams to develop and implement the three vaccine management systems: myCAVax, My Turn, and Digital Vaccine Record (DVR). Each system is an integrated digital system and end-to-end user experience, including ongoing enhancements and agile-based feature releases**
- **Oversaw the design, development, test and implementation of the statewide vaccination system that supports the inoculation of 50,000 people daily at peak (and over 86M Californians to date) and the statewide clinic operations support to 9,000+ providers, Local Health Jurisdictions (LHJs), and counties**
- **Led the coordination of functional and technical teams to design, develop, test, and implement a minimum viable product (MVP) for the my Turn application within 10 days of the project start. The myTurn system became the clinicians and Californians' main public source for COVID-19 vaccine eligibility information and supports appointment scheduling in 14 languages.**
- **Managed the expanded vaccination management capabilities beyond COVID-19 into the State's administration of flu vaccines**
- **Oversaw the design, development, test, and implementation of over 80 vaccine management feature releases that were deployed within a span of eight months**
- **Managed the communication of the vaccine management program functional releases/enhancements to the Local Health Jurisdictions (LHJs) via the weekly LHJ Council meetings; the LHJs' executives utilized the information to make decisions about opting in/out of the vaccine management application features**
- **Collaborates with the Vaccine Management Program's director and program management on the project's direction and strategies**
- **Serves as an executive-level escalation point for topics and concerns raised by CDPH executives and Accenture team leads**
- **Manages application release priorities and the development of estimates, scoping, and requirements for application enhancements through implementation**
- **Manages the creation and execution of plans and processes that governed multiple teams, including organization charts, project personnel rosters, and roles and responsibilities**

**Effectiveness and Coordination**

- **Collaborates with the CDPH program management contractor and monitors the effectiveness of interactions between the Accenture delivery team and CDPH program management contractor**
- **Monitors and clarifies lines of delineation between and among teams and contractors**
- **Provides coordination services to confirm all team members remain aligned with CDPH goals, schedules, and strategic initiatives via twice-weekly meetings with Accenture team leads**
- **Leads, facilitates, and presents project status updates at the weekly and monthly Vaccine Management Program's Program Status meeting series that includes participants from CDPH executives and the CDPH program management contractor; also manages the collection of project status inputs from the CDPH team and CDPH program management contractor**

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE****Testing**

- Coordinates timing and entry/exit criteria associated with design, build, test, and delivery across the Accenture delivery teams and CDPH Program Management
- Provides input into testing efforts for myCAvax feature releases and enhancements

**Aligning Teams**

- **Provides input into the determination of project priorities, including application release priorities and strategies, to support CDPH's delivery of vaccine eligibility support to clinicians and Californians**
- Aligns teams to enable Vaccine Management project success
- **Serves as first point of contact to resolve disputes between and/or among delivery teams and an executive-level escalation for concerns raised by CDPH executives**
- **Resolves conflicting tasks, priorities, and resources for the delivery of vaccine management application releases and maintenance and operations**

**Reporting and Communication**

- Presents project status updates Vaccine Management Program's Program Status meeting series that occurs weekly and monthly (twice daily during the project's initial design, development, and implementation phase) and includes participants from CDPH executives (including the CIO, Epidemiologist, Chief Field Services Officer, and Program Coordination) and the CDPH program management contractor
- Provides status updates and strategic input during Program Strategy meetings that includes the CDPH Director and Deputy Director
- Provides reports and metrics regarding the effectiveness and timeliness of team interactions
- Communicates and reports on CDPH matters on an ongoing basis

<b>Project #2</b>	<b>Contact #2</b>
Company Name: California Office of Systems Integration, Covered California	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: CalHEERS
Time Period: June 1, 2012 – April 22, 2020	Phone Number: [REDACTED] (conversation)
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Application Development and Integration Lead	
Description of relevant experience:	
<b>MQ I-S12 A minimum of two (2) years of experience coordinating integration services on a Project similar in size and scale to the CalSAWS.</b>	

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

As the CalHEERS Application Development and Integration Lead, James's responsibilities included:

**Leadership and Program Scope Management**

- **Managed and coordinated multidisciplinary teams for design, development, and testing for the CalHEERS Project**
- **Managed more than 100 professionals across multidisciplinary teams that performed over 100,000 hours of work annually**
- **Led the successful on-time design, development, and implementation of the CalHEERS system that was delivered within 14 months. This effort involved working with the COO, CTO and the Executive Director of Covered California (the California Health Benefit Exchange) on a regular basis to determine key priorities and strategic drivers of maximizing consumer enrollment and retention. . The CalHEERS system serves over 1.5 million users as part of the Covered CA exchange and over 10 million users through State and County-run programs.**
- **Led design, development, and test teams through the CalHEERS project's software development lifecycle (SDLC) including requirements analysis of over 700 business and technical requirements and creation of functional and detailed designs to satisfy those requirements**
- Led the successful integration of the state health benefit exchange with the county-based SAWS eligibility systems and the federal hub
- Managed the design, development and implementation of system enhancements for the CalHEERS system for bi-monthly baseline releases and emergency releasesManaged the end-to-end process for over 1,000 change requests for system enhancements. This included coordinating Accenture functional and technical teams on requirements analysis, scoping and solutioning, and developing project plans and solution estimates through implementation and deployment. James also collaborated with CalHEERS, Covered California and DHCS executives on the reviews and approvals of change requests.
- Led the successful UX/UI redesign of the health benefit exchange website and portal using user-centered design principles
- Worked across the service delivery lifecycle on engineering solutions for new integrations including system rollouts, major and minor enhancements, and/or ongoing maintenance of existing applications

**Effectiveness and Coordination**

- Collaborated with the CalHEERS program management and executives to monitor the effectiveness of interactions between the Accenture delivery team and other CalHEERS contractors, such as the CalHEERS training contractor and GetInsured
- As a contributing member to the Executive Steering Committee, drove key program and policy decisions with executive leadership at Covered California and DHCS; collaborated with CalHEERS, the California Department of Healthcare Services (DHCS), and Covered California to develop release plans and the 24-month roadmap
- Worked with Covered California's Executive Director, COO and CTO regularly to determine key priorities and strategic drivers of maximizing consumer enrollment and retention
- Consulted with Covered California on key business decisions on service center support, health plan offerings, and the selection and enrollment processes
- Managed the Development and Maintenance teams' work effort and promoted adherence to budget, schedule, and scope
- Managed the development and delivery of design deliverables and work products

**Testing**

- Directed a change request process, system integration testing, user acceptance testing, and federal authorization to connect testing

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- Developed and updated project plans and objectives, system specifications, and rollout schedules
- Monitored system operations and performance throughout implementation and go-live and coordinated with the CalHEERS production operations team lead to resolve issues relating to system performance

**Aligning Teams**

- Serves as an executive-level escalation point for topics and concerns raised by CalHEERS, Covered California, and DHCS executives and Accenture team leads
- Resolved conflicting tasks, priorities, and resources for the delivery of system enhancements and application releases for the CalHEERS system
- Provides input into the determination of project priorities, including CalHEERS application releases and the CalHEERS 24-month roadmap
- Aligns teams to enable CalHEERS project success

**Reporting and Communication**

- Presented project status updates to the CalHEERS executives, Covered California's Executive Director, COO and CTO, and DHCS executives at weekly project status meetings
- Presented project status updates and topics related to project priorities to CalHEERS executives, Covered California's Executive Director, COO and CTO, and DHCS executives at CalHEERS Project Steering Committee meetings
- Presented project status updates at the Assembly Bill (AB) 1296 Stakeholder meeting series that was facilitated by DHCS and included advocate and stakeholder groups
- Presented proposed system enhancements to the CalHEERS Change Control Board (CCB) at weekly CCB meetings

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>10 years</b>
Minimum Qualification I-S13	At least two (2) years of Full-Time Equivalent (FTE) experience utilizing traditional and iterative solution delivery methodologies.	
<b>Project #1</b>		<b>Contact #1</b>
Company Name: California Department of Public Health (CDPH)		Contact Name: [REDACTED]
Project Name: CDPH Vaccine Management		Company Name: CDPH Vaccine Management
Time Period: December 1, 2020 – January 4, 2023 (Ongoing)		Phone Number: [REDACTED]
Percentage of Time: 100%		Email: [REDACTED]
Staff Role: CDPH Client Account Lead (Equivalent to Delivery Integration Manager)		
Description of relevant experience:		

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

**MQ I-S13 At least two (2) years of Full-Time Equivalent (FTE) experience utilizing traditional and iterative solution delivery methodologies.**

**As CDPH Client Account Lead, James's responsibilities include:**

**Leadership and Program Scope Management**

- **Manages and coordinates work across multidisciplinary teams across all workstreams for the Vaccine Management Program, which is comprised of 270 Accenture personnel (over 700 Accenture personnel at peak)**
- **Manages the delivery teams' collaboration with CDPH Program Management through backlog and user story refinement (requirements gathering), and the design, development, and testing enhancements via iterative agile sprints. Also manages the greenlight (go-no/go) process for feature releases. The Vaccine Management Program's software development lifecycle is based on iterative agile methodology**
- **Leads and coordinates the functional, analytics and reporting, service desk, integrations (MuleSoft, CalREDIE), security, marketing, program and project management, communications, technical and training teams to develop and implement the three vaccine management systems: myCAvax, My Turn, and Digital Vaccine Record (DVR). Each system is an integrated digital system and end-to-end user experience, including ongoing enhancements and agile-based feature releases**
- **Oversaw the design, development, test and implementation of the statewide vaccination system that supports the inoculation of 50,000 people daily at peak (and over 86M Californians to date) and the statewide clinic operations support to 9,000+ providers, Local Health Jurisdictions (LHJs), and counties**
- **Led the coordination of functional and technical teams to design, develop, test, and implement a minimum viable product (MVP) for the my Turn application within 10 days of the project start. The myTurn system became the clinicians and Californians' main public source for COVID-19 vaccine eligibility information and supports appointment scheduling in 14 languages.**
- **Managed the expanded vaccination management capabilities beyond COVID-19 into the State's administration of flu vaccines**
- **Oversaw the design, development, test, and implementation of over 80 vaccine management feature releases that were deployed within a span of eight months**
- **Managed the communication of the vaccine management program functional releases/enhancements to the Local Health Jurisdictions (LHJs) via the weekly LHJ Council meetings; the LHJs' executives utilized the information to make decisions about opting in/out of the vaccine management application features**
- **Collaborates with the Vaccine Management Program's director and program management on the project's direction and strategies**
- **Serves as an executive-level escalation point for topics and concerns raised by CDPH executives and Accenture team leads**
- **Manages application release priorities and the development of estimates, scoping, and requirements for application enhancements through implementation**
- **Manages the creation and execution of plans and processes that governed multiple teams, including organization charts, project personnel rosters, and roles and responsibilities**

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE****Effectiveness and Coordination**

- Collaborates with the CDPH program management contractor and monitors the effectiveness of interactions between the Accenture delivery team and CDPH program management contractor
- Monitors and clarifies lines of delineation between and among teams and contractors
- Provides coordination services to confirm all team members remain aligned with CDPH goals, schedules, and strategic initiatives via twice-weekly meetings with Accenture team leads
- Leads, facilitates, and presents project status updates at the weekly and monthly Vaccine Management Program's Program Status meeting series that includes participants from CDPH executives and the CDPH program management contractor; also manages the collection of project status inputs from the CDPH team and CDPH program management contractor

**Testing**

- Coordinates timing and entry/exit criteria associated with design, build, test, and delivery across teams and contractors when multiple parties are required to implement a change or add a capability
- Provides input into testing efforts for myCAvax feature releases and enhancements

**Aligning Teams**

- Provides input into the determination of project priorities, including application release priorities and strategies, to support CDPH's delivery of vaccine eligibility support to clinicians and Californians
- Aligns teams to enable Vaccine Management project success
- Serves as first point of contact to resolve disputes between and/or among delivery teams and an executive-level escalation for concerns raised by CDPH executives
- Resolves conflicting tasks, priorities, and resources for the delivery of vaccine management application releases and maintenance and operations

**Reporting and Communication**

- Presents project status updates Vaccine Management Program's Program Status meeting series that occurs weekly and monthly (twice daily during the project's initial design, development, and implementation phase) and includes participants from CDPH executives (including the CIO, Epidemiologist, Chief Field Services Officer, and Program Coordination) and the CDPH program management contractor
- Provides status updates and strategic input during Program Strategy meetings that includes the CDPH Director and Deputy Director
- Provides reports and metrics regarding the effectiveness and timeliness of team interactions
- Communicates and reports on CDPH matters on an ongoing basis

Project #2	Contact #2
Company Name: California Office of Systems Integration, Covered California	Contact Name: <span style="background-color: black; color: black;">[REDACTED]</span>

PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE	
Project Name: CalHEERS	Company Name: CalHEERS
Time Period: June 1, 2012 – April 22, 2020	Phone Number: [REDACTED] [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Application Development and Integration Lead	
<p><i>Description of relevant experience:</i></p> <p><b>MQ I-S13 At least two (2) years of Full-Time Equivalent (FTE) experience utilizing traditional and iterative solution delivery methodologies.</b></p> <p><b>As the CalHEERS Application Development and Integration Lead, James's responsibilities included:</b></p> <p><b>Leadership and Program Scope Management</b></p> <ul style="list-style-type: none"> <li>• Oversaw the CalHEERS project's application design, development, and test teams that delivered CalHEERS system changes for bi-monthly baseline releases and emergency releases</li> <li>• Managed the project's traditional, waterfall-based SDLC process for the design, development, test, and deployment of system changes for bi-monthly and emergency releases, including the design reviews with subject matter experts from DHCS, Covered California, CWDA, and integration testing with the SAWS projects, the federal verification hub, and other interface partners</li> <li>• Led the successful UX/UI redesign of the health benefit exchange website and portal using user-centered design principles</li> <li>• Managed iterative delivery methodologies for the health benefit exchange website and portal's user UX/UI redesign changes; backlog refinement, sprint planning and sprint review sessions were conducted in two-week cycles with DHCS, CoveredCA, CalHEERS and CWDA SMEs to review, iterate and approve designs until a feature was considered complete by DHCS and CoveredCA. Development and test were completed in two-week sprints until completed prior to handing over to UAT and ultimately the implementation of the completed redesign</li> <li>• Led the successful on-time design, development, and implementation of the CalHEERS system that was delivered within 14 months. This effort involved working with the COO, CTO and the Executive Director of Covered California (the California Health Benefit Exchange) on a regular basis to determine key priorities and strategic drivers of maximizing consumer enrollment and retention</li> <li>• Led design, development, and test teams through the CalHEERS project's software development lifecycle (SDLC) including requirements analysis of over 700 business and technical requirements and creation of functional and detailed designs to satisfy those requirements</li> <li>• Led the successful integration of the state health benefit exchange with the county-based SAWS eligibility systems and the federal hub</li> <li>• Managed the design, development and implementation of system enhancements for the CalHEERS system for bi-monthly baseline releases and emergency releases. Managed the end-to-end process for over 1,000 change requests for system enhancements. This included coordinating Accenture functional and technical teams on requirements analysis, scoping and solutioning, and developing project plans and solution estimates through implementation and deployment. James also collaborated with CalHEERS, Covered California and DHCS executives on the reviews and approvals of change requests.</li> </ul>	

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- Worked across the service delivery lifecycle on engineering solutions for new integrations including system rollouts, major and minor enhancements, and/or ongoing maintenance of existing applications

**Effectiveness and Coordination**

- Collaborated with the CalHEERS program management and executives to monitor the effectiveness of interactions between the Accenture delivery team and other CalHEERS contractors, such as the CalHEERS training contractor and GetInsured
- As a contributing member to the Executive Steering Committee, drove key program and policy decisions with executive leadership at Covered California and DHCS; collaborated with CalHEERS, the California Department of Healthcare Services (DHCS), and Covered California to develop release plans and the 24-month roadmap
- Worked with Covered California's Executive Director, COO and CTO regularly to determine key priorities and strategic drivers of maximizing consumer enrollment and retention
- Consulted with Covered California on key business decisions on service center support, health plan offerings, and the selection and enrollment processes
- Managed the Development and Maintenance teams' work effort and promoted adherence to budget, schedule, and scope
- Managed the development and delivery of design deliverables and work products

**Testing**

- Directed a change request process, system integration testing, user acceptance testing, and federal authorization to connect testing
- Developed and updated project plans and objectives, system specifications, and rollout schedules
- Monitored system operations and performance throughout implementation and go-live and coordinated with the CalHEERS production operations team lead to resolve issues relating to system performance

**Aligning Teams**

- Serves as an executive-level escalation point for topics and concerns raised by CalHEERS, Covered California, and DHCS executives and Accenture team leads
- Resolved conflicting tasks, priorities, and resources for the delivery of system enhancements and application releases for the CalHEERS system
- Provides input into the determination of project priorities, including CalHEERS application releases and the CalHEERS 24-month roadmap
- Aligns teams to enable CalHEERS project success

**Reporting and Communication**

- Presented project status updates to the CalHEERS executives, Covered California's Executive Director, COO and CTO, and DHCS executives at weekly project status meetings
- Presented project status updates and topics related to project priorities to CalHEERS executives, Covered California's Executive Director, COO and CTO, and DHCS executives at CalHEERS Project Steering Committee meetings

PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"> <li>Presented project status updates at the Assembly Bill (AB) 1296 Stakeholder meeting series that was facilitated by DHCS and included advocate and stakeholder groups</li> <li>Presented proposed system enhancements to the CalHEERS Change Control Board (CCB) at weekly CCB meetings</li> </ul>	
<b>Total Duration of all Projects cited to meet the MQ:</b> <b>10 years</b>	
Minimum Qualification I-S14	A minimum of five (5) years of experience within the past ten (10) years building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, ensuring client is aware of progress/service status; and building credibility and fostering business-partnering relationships.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: California Department of Public Health (CDPH)	Contact Name: [REDACTED]
Project Name: CDPH Vaccine Management	Company Name: CDPH Vaccine Management
Time Period: December 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: CDPH Client Account Lead (Equivalent to Delivery Integration Manager)	
<b>Description of relevant experience:</b>  <b>MQ I-S14 A minimum of five (5) years of experience within the past ten (10) years building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, ensuring client is aware of progress/service status; and building credibility and fostering business-partnering relationships.</b>  As the CDPH Client Account Lead, James's responsibilities include:  <b>Leadership and Program Scope Management</b> <ul style="list-style-type: none"> <li>Builds and maintains strong working relationships with CDPH and key internal and external stakeholders</li> <li>Leads, facilitates, and presents project status updates at the weekly and monthly Vaccine Management Program's Program Status meeting series that includes participants from CDPH executives and the CDPH program management contractor; also manages the collection of project status inputs from the CDPH team and CDPH program management contractor</li> <li>Collaborates with the Vaccine Management Program's director and program management on the project's direction and strategies, and presents solution options and recommendations</li> </ul>	

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- **Presents project status updates Vaccine Management Program's Program Status meeting series that occurs weekly and monthly (twice daily during the project's initial design, development, and implementation phase) and includes participants from CDPH executives (including the CIO, Epidemiologist, Chief Field Services Officer, and Program Coordination) and the CDPH program management contractor**
- **Provides status updates and strategic input during Program Strategy meetings that includes the CDPH Director and Deputy Director**
- Managed the communication of the vaccine management program functional releases/enhancements to the Local Health Jurisdictions (LHJs) via the weekly LHJ Council meetings; the LHJs' executives utilized the information to make decisions about opting in/out of the vaccine management application features
- Manages and coordinates work across multidisciplinary teams across all workstreams for the Vaccine Management Program, which is comprised of 270 Accenture personnel (over 700 Accenture personnel at peak)
- Leads and coordinates the functional, analytics and reporting, service desk, integrations (MuleSoft, CalREDIE), security, marketing, program and project management, communications, technical and training teams to develop and implement the three vaccine management systems: myCAVax, My Turn, and Digital Vaccine Record (DVR). Each system is an integrated digital system and end-to-end user experience, including ongoing enhancements and agile-based feature releases
- Oversaw the design, development, test and implementation of the statewide vaccination system that supports the inoculation of 50,000 people daily at peak (and over 86M Californians to date) and the statewide clinic operations support to 9,000+ providers, Local Health Jurisdictions (LHJs), and counties
- Led the coordination of functional and technical teams to design, develop, test, and implement a minimum viable product (MVP) for the my Turn application within 10 days of the project start. The myTurn system became the clinicians and Californians' main public source for COVID-19 vaccine eligibility information and supports appointment scheduling in 14 languages.
- Managed the expanded vaccination management capabilities beyond COVID-19 into the State's administration of flu vaccines
- Oversaw the design, development, test, and implementation of over 80 vaccine management feature releases that were deployed within a span of eight months
- Serves as an executive-level escalation point for topics and concerns raised by CDPH executives and Accenture team leads
- Manages application release priorities and the development of estimates, scoping, and requirements for application enhancements through implementation
- Manages the creation and execution of plans and processes that governed multiple teams, including organization charts, project personnel rosters, and roles and responsibilities

**Effectiveness and Coordination**

- **Collaborates with the CDPH program management contractor and monitors the effectiveness of interactions between the Accenture delivery team and CDPH program management contractor**
- Monitors and clarifies lines of delineation between and among teams and contractors
- Provides coordination services to confirm all team members remain aligned with CDPH goals, schedules, and strategic initiatives via twice-weekly meetings with Accenture team leads

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE****Testing**

- Coordinates timing and entry/exit criteria associated with design, build, test, and delivery across the Accenture delivery teams and CDPH Program Management and management contractors
- Provides input into testing efforts for myCAvax feature releases and enhancements

**Aligning Teams**

- Provides input into the determination of project priorities, including application release priorities and strategies, to support CDPH's delivery of vaccine eligibility support to clinicians and Californians
- Aligns teams to enable Vaccine Management project success
- Serves as first point of contact to resolve disputes between and/or among delivery teams and an executive-level escalation for concerns raised by CDPH executives
- Resolves conflicting tasks, priorities, and resources for the delivery of vaccine management application releases and maintenance and operations

<b>Project #2</b>	<b>Contact #2</b>
Company Name: California Office of Systems Integration, Covered California	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: CalHEERS
Time Period: June 1, 2012 – April 22, 2020	Phone Number: [REDACTED] [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Application Development and Integration Lead	
<p><i>Description of relevant experience:</i></p> <p><b>MQ I-S14 A minimum of five (5) years of experience within the past ten (10) years building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, ensuring client is aware of progress/service status; and building credibility and fostering business-partnering relationships.</b></p> <p>As the CalHEERS Application Development and Integration Lead, James's responsibilities included:</p> <p><b>As the CalHEERS Application Development and Integration Lead, James's responsibilities included:</b></p> <p><b>Leadership and Program Scope Management</b></p> <ul style="list-style-type: none"> <li>• Built and maintained strong working relationships with CalHEERS, Covered California, DHCS, and other key internal and external stakeholders for the CalHEERS Project for over seven years</li> </ul>	

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- **Conveyed relevant information to an executive-level audience, making sure the CalHEERS team was aware of progress/service status**
- **Built credibility and fostered business-partnering relationships across teams and contractors**
- **As a contributing member to the Executive Steering Committee, drove key program and policy decisions with executive leadership at Covered California and DHCS; collaborated with CalHEERS, the California Department of Healthcare Services (DHCS), and Covered California to develop release plans and the 24-month roadmap**
- **Worked with Covered California's Executive Director, COO and CTO regularly to determine key priorities and strategic drivers of maximizing consumer enrollment and retention**
- **Presented project status updates to the CalHEERS executives, Covered California's Executive Director, COO and CTO, and DHCS executives at weekly project status meetings**
- **Presented project status updates and topics related to project priorities to CalHEERS executives, Covered California's Executive Director, COO and CTO, and DHCS executives at CalHEERS Project Steering Committee meetings**
- **Presented project status updates at the Assembly Bill (AB) 1296 Stakeholder meeting series that was facilitated by DHCS and included advocate and stakeholder groups**
- Consulted with Covered California executives on key business decisions on service center support, health plan offerings, and the selection and enrollment processes
- Led the successful UX/UI redesign of the health benefit exchange website and portal using user-centered design principles
- Led the successful on-time design, development, and implementation of the CalHEERS system that was delivered within 14 months. This effort involved working with the COO, CTO and the Executive Director of Covered California (the California Health Benefit Exchange) on a regular basis to determine key priorities and strategic drivers of maximizing consumer enrollment and retention
- Led design, development, and test teams through the CalHEERS project's software development lifecycle (SDLC) including requirements analysis of over 700 business and technical requirements and creation of functional and detailed designs to satisfy those requirements
- Led the successful integration of the state health benefit exchange with the county-based SAWS eligibility systems and the federal hub
- Managed the design, development and implementation of system enhancements for the CalHEERS system for bi-monthly baseline releases and emergency releases. Managed the end-to-end process for over 1,000 change requests for system enhancements. This included coordinating Accenture functional and technical teams on requirements analysis, scoping and solutioning, and developing project plans and solution estimates through implementation and deployment. **James also collaborated with CalHEERS, Covered California and DHCS executives on the reviews and approvals of change requests.**
- Worked across the service delivery lifecycle on engineering solutions for new integrations including system rollouts, major and minor enhancements, and/or ongoing maintenance of existing applications

**Effectiveness and Coordination**

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- Collaborated with the CalHEERS program management and executives to monitor the effectiveness of interactions between the Accenture delivery team and other CalHEERS contractors, such as the CalHEERS training contractor and GetInsured
- Managed the Development and Maintenance teams' work effort and promoted adherence to budget, schedule, and scope
- Managed the development and delivery of design deliverables and work products

**Testing**

- Directed a change request process, system integration testing, user acceptance testing, and federal authorization to connect testing
- Developed and updated project plans and objectives, system specifications, and rollout schedules
- Monitored system operations and performance throughout implementation and go-live and coordinated with the CalHEERS production operations team lead to resolve issues relating to system performance

**Aligning Teams**

- Serves as an executive-level escalation point for topics and concerns raised by CalHEERS, Covered California, and DHCS executives and Accenture team leads
- Resolved conflicting tasks, priorities, and resources for the delivery of system enhancements and application releases for the CalHEERS system
- Provides input into the determination of project priorities, including CalHEERS application releases and the CalHEERS 24-month roadmap
- Aligns teams to enable CalHEERS project success

**Total Duration of all Projects cited to meet the MQ:****9 years 5 months**



## 1.4 INFRASTRUCTURE TRANSITION MANAGER STAFF QUALIFICATIONS

INFRASTRUCTURE TRANSITION MANAGER					
PART 1 – RÉSUMÉ					
Contractor	Accenture LLP				
Candidate Name	Rick Costa				
Position in the Company	Managing Director	Length of Time in Position	1 year		
Project Position & Responsibilities	Infrastructure Transition Manager Rick meets the requirements as defined in RFP section 12.1.3.6.4.				
Skills & Qualifications for Project Position	<p><b>Skills:</b> Rick is an experienced transition manager who uses his skills in project management, change management, transition, journey management, and collaboration to help clients complete IT-based transitions to new and modernized platforms and systems. Rick is a planner who creates transition approaches (methodology, description of work streams, activities, and deliverables) that lead to stable cutovers. He is a leader of cross-functional delivery teams and a collaborator who works beside his clients during transitions.</p> <p><b>Qualifications:</b> For 16 years, Rick has managed and delivered operational transition activities on projects involving large and complex IT systems (<b>MQ I-S15: Exceeds</b>) for clients in several industries, including healthcare, federal government, and pharmaceutical. He has delivered transition programs with complex transformational and technology shifts using waterfall and agile delivery methods. He has delivered transition-related services across major offering segments—platform, end user, service management, human resources, network, security, and next-generation services, including cloud and big data. As a transition manager, Rick manages the successful transition of large and complex IT systems from one company or contract to another, and he has done so on more than two projects. To comply with client nondisclosure agreements (NDAs), we highlight three projects here, each lasting longer than the minimum duration of three months (<b>MQ I-S16: Meets</b>). He has led projects and programs in major industries with highly complex operating environments, applications, infrastructure build, migration to cloud, operations establishment, and service desk integration.</p>				
Relevant Experience (Add additional tables as needed)					
Project Title	OhioHealth IT Outsourcing (ITO) project				
Position Title	Transition Manager				
Begin Date	03/2022	End Date	01/2023	# of Months	10
Scope and Description of Responsibility	<p><b>Scope:</b> Rick oversaw staffing and technology enablement, managed transition governance, and established process-related changes for infrastructure, security, and applications.</p> <p><b>Responsibility:</b> Rick set up the core project group with a team of 100 personnel to define the new model and the demand management process and then led a global team of 700 personnel who work on this full IT</p>				

INFRASTRUCTURE TRANSITION MANAGER					
	Outsourcing (ITO) project that includes infrastructure, applications, security, and IT services for clinical staff and 12 hospital locations. Rick transitioned Levels 1–3 support and shared Level 4 support for engineering and design. A unique element of this ITO project is the clinical service desk, used by doctors, nurses, and medical technicians, and supporting the varied technology in a hospital setting, such as handhelds, imaging and scanning equipment, electronic medical records (EMR), and ancillary hospital/medical systems. Another unique feature to this transition was the implementation of myWizard, an Accenture-proprietary automation tool to help the client improve processes. The project was successfully completed on time.				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Rick managed the project using Project Management Institute (PMI) project management practices, such as integration management, scope management, schedule management, and risk management. His other skills include customer and contractor relationship management. Rick uses his communication skills to develop sponsorship/support within affected organizations and manages stakeholder expectations during organizational change management activities. His project management skills, which he applied to transition engagements in numerous industries, include Information Technology Infrastructure Library (ITIL) v3 Foundation and PRINCE2 certifications, confirming he uses standardized, repeatable practices on each transition.</p> <p><b>Experience Attained:</b> Rick managed the transition of applications and infrastructure for OhioHealth, a complete ITO project, along with its unique elements (service desk, hospital-specific technology including handheld devices and mobile carts, EMR, and imaging equipment). He transitioned 12 hospital locations, Levels 1–3 support, and shared Level 4 support for engineering and design in this highly complex operating environment. Rick also implemented myWizard, the Accenture-proprietary automation tool to improve client processes.</p>				
Project Title	[REDACTED]				
Position Title	Transition Manager				
Begin Date	04/2019	End Date	02/2020	# of Months	11
Scope and Description of Responsibility	<p><b>Scope:</b> This project was a full, simultaneous infrastructure conversion that transitioned the company from a centralized core IT—that supported 200 applications, and 16 individual business units, each with 100 individual applications for downstream operations—to a consolidated ITO for standardized business unit operations.</p> <p><b>Responsibility:</b> Rick led this first-time, comprehensive managed services outsourcing of a large multinational client into a multi-contractor operating model with Accenture as the main provider and service integrator. Leading a team of 350 personnel, he enabled services across more than 12 distinct service towers and 16 business units with waves of go-live over a four-month transition.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Rick used his expertise in PMI-established project management practices, change management, transition, journey management, communication and collaboration to manage and lead the contracting, development of solution design, and overall program. He also applied Library (ITIL) v3 Foundation and PRINCE2 standards in the solution designs and transition procedures.</p>				

INFRASTRUCTURE TRANSITION MANAGER					
	<b>Experience Attained:</b> Rick managed the successful transition of infrastructure and application services across all major service areas. He developed a digital dashboard reporting tool for stakeholders and project personnel to access project status in real time.				
Project Title	The Nature's Bounty Company IT Outsourcing				
Position Title	Transition Manager				
Begin Date	08/2017	End Date	03/2018	# of Months	8
Scope and Description of Responsibility	<b>Scope:</b> Rick transitioned this client's multi-contractor operating model (business processes, application services, infrastructure, and security) into a single-source model with Accenture as the main provider/service integrator. <b>Responsibility:</b> Rick led this comprehensive managed services outsourcing of a large global manufacturing client with multiple facilities. He led a global team of 280 personnel across application and infrastructure services. He was responsible for resource allocation, creating and managing the project plan, leading the executive steering committee, and facilitating stakeholder meetings.				
Skills Utilized and Experience Attained	<b>Skills:</b> Rick used his expertise in PMI-established project management practices, change management, transition, journey management, and collaboration to manage and lead the contracting, solution design, and overall program. He applied Library (ITIL) v3 Foundation and PRINCE2 standards in the solution designs and transition procedures. <b>Experience:</b> Rick led the transition of remaining services within 3.5 months with no production disruption and a 30% improvement on ticket resolution over the first month of service. He also delivered a rapid transition within two months for critical services which mitigated personnel departure and impact to peak year-end activity.				
Education (add rows as needed)					
Years	Course of Study	School			
01/2013 – 06/2013	Professional Certification, Executive Leadership	Cornell University			
09/2001 – 05/2005	B.S., Management Information Systems	Pennsylvania State University (Penn State)			
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization	Dates			
Not applicable	-----	-----			

PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification I-S15	A minimum of 18 months of experience within the past ten (10) years, performing operational transition activities on Projects involving large and complex IT systems.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: OhioHealth	Contact Name: [REDACTED]
Project Name: OhioHealth IT Outsourcing (ITO) project	Company Name: OhioHealth
Time Period: (Month, Day, Year – Month, Day, Year) March 1, 2022 – January 3, 2023	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Transition Manager	
<p><i>Description of relevant experience:</i></p> <p>The OhioHealth project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>Integrates with at least two applications, one of which is a COTS: The OhioHealth solution integrates with:</b> <ul style="list-style-type: none"> <li>COTS applications including Python, Selenium, Blue Prism, Workday, ServiceNow, and Epic EMR.</li> <li>Accenture proprietary applications including myWizard and an anonymized master patient index.</li> <li>A patient intervention engine – an application that manages evidence-based treatment protocols for clinical care plans and monitors workflows for patient populations.</li> <li>A cohort manager engine – an application that translates laymen’s terms to clinical codes across multiple domains).</li> </ul> </li> <li><b>Interfaces with at least five external systems, at least one of which is real-time:</b> OhioHealth interfaces with county health systems, local health departments, and pharmacies which are real time. Other interfaces include OhioHealth Research &amp; Innovation Institute, the University of Texas MD Anderson Cancer Center, the Southeastern Ohio Regional Medical Center (a member of the Guernsey Health System (GHS), the Ohio State University Wexner Medical Center, medical laboratories, and Ohio Department of Health.</li> <li><b>Is accessed by at least 1,000 users at multiple locations:</b> The OhioHealth solution is accessed by 35,000 associates, physicians, and volunteers at health services locations in 47 Ohio counties: 12 hospitals, 200 ambulatory sites, and hospice, home health locations.</li> <li><b>Has a contract value of at least \$10,000,000 dollars:</b> The solution contract value is \$209 million.</li> <li><b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The OhioHealth solution includes a user-facing, multi-tiered, web-based portal application and accompanying mobile application that supports Android and Apple iOS platforms. Additionally, functionalities such as appointment scheduling, bill pay, Epic myChart, and other services are available.</li> </ol>	

**PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE****As the Transition Manager, Rick's responsibilities included:****Project scope:**

- **Managed operational transition activities on OhioHealth, a large and complex IT system in the healthcare industry**
- Managed all infrastructure transition-in activities to deliver a successful transition of infrastructure, applications, security, and IT services for clinical staff, 12 hospital locations, Levels 1–3 support and shared Level 4 support for engineering and design. The transition was successfully completed on time.
- Led a global transition team of over 700 personnel, utilizing PMI, ITIL, and SAFe program management principles
- Managed the rapid service transition to mitigate 180+ client resource attrition with capacity staffing enabled and onboarded into operations within one month of Transition start
- Enabled client organizational change by leading a comprehensive Change Management program inclusive of internal/external communications, transformation measurements, surveys, and change champion teams, and supported the OhioHealth client in understanding the scope and schedule of end-to-end transition activities and the related organization change management plans
- Established client training academy for retained and impacted team members with mapped learnings aligned to new roles and market relevant skills
- Developed, delivered, and maintains an integrated master schedule/work plan for the full project scope, which included transition plans for infrastructure, applications, security, and automation
- Created a comprehensive risk management and service continuity plan to comply with attrition impacts, business criticality and OhioHealth's zero outage transition requirements
- Managed project risks and developed mitigation plans to minimize potential impact to end users and business operations during transition

**Collaboration:**

- Worked collaboratively with OhioHealth's existing IT services and hospital personnel to accomplish a smooth transition of all OhioHealth infrastructure components, including with the incumbent contractor to align on the roles and responsibilities, activities, and schedule for transitioning services. Also supported the OhioHealth client to manage staff transitions for OhioHealth's future organizational model.
- Collaborated with the OhioHealth transition manager to implement and manage a comprehensive project transition office and organizational change management team to manage transition activities and related communications and change management activities
- Worked closely with the OhioHealth transition manager to plan, manage, execute, and close out transition activities and support alignment across transition teams.

Led daily, weekly, and monthly meetings with OhioHealth executives and internal and external stakeholders to discuss the progress of transition activities

PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE	
Project #2	Contact #2
Company Name: [REDACTED]	Contact Name: [REDACTED] [REDACTED] [REDACTED]
Project Name: IT systems transition	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) April 1, 2019 – February 28, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Transition Manager	
<p><i>Description of relevant experience:</i></p> <p>The IT systems transition project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The transition of IT services at this client involved the support of all applications and underlying technology, including the integration with SAP HANA, a COTS enterprise resource planning (ERP) platform, and the retail point-of-sale system.</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> This client's IT services interface with several external systems, including affiliate systems, crude oil fields, manufacturing, surveillance, asset management, pipeline operations, micro seismic monitoring systems, environmental, finance, crane operation safety, supply chain, and the Refinery Optimization Center (ROC), which operates in real-time.</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The solution is accessed by over 8,000 users daily via point of sale (POS) terminals across 8,000 U.S. retail locations.</li> <li><b>4. Has a contract value of at least \$10,000,000 dollars:</b> The contract value is greater than \$200,000,000.</li> <li><b>5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The solution features multi-tiered processing, including a user-facing front end. For example, refinery operators use handheld devices to transmit equipment surveillance data to the ROC which collects and analyzes the incoming data to confirm proper operations. On the retail side, POS terminals are optimized for multiple user interface platforms.</li> </ol> <p><b>As the Transition Manager, Rick's responsibilities included:</b></p> <p><b>Project scope:</b></p>	

**PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE**

- **Managed all operational transition activities to successfully transition all infrastructure and application services for the client's large and complex IT system**
- Led the multi-vendor transition team of over 500 personnel, leveraging Azure DevOps for "single pane of glass" transition planning, monitoring, and execution aggregating all data and providing guided course corrections as needed
- Established centralized IT onboarding across client subsidiary business units reducing technology diversity, increasing operational efficiency, and simplifying ongoing operations
- Enabled new client business continuity capability across multiple Accenture delivery centers with service failover procedures that were fully developed and tested for the transition
- Created a comprehensive risk management, change management, and service continuity plan to comply with business criticality and the client's zero outage transition requirements and manage risks that may impact end users and business operations during the transition
- Developed and delivered a training plan for client and client's contractor personnel
- Created and implemented simultaneously 17 unique transition plans—one for the centralized core IT organization and 16 individual transition plans, one per for each business unit, which minimized impacts to end users and business operations during transition-in, service integration, and the end state
- Performed transition activities simultaneously alongside service integration activities

**Collaboration:**

- Worked collaboratively with client and client's contractor personnel to transition from a capacity services model to a managed services model, including leading joint planning sessions to align on roles and responsibilities, transition activities, integrated project schedule for the transition project
- Worked closely with the client's transition managers to plan, manage, and execute transition activities and 100 applications across one centralized core IT organization and 16 individual business units, including the development of standardized processes for operations
- Managed the project status reporting and communications processes for the transition, including leading daily, weekly, and monthly meeting series with client executives and internal and external stakeholders to discuss the plan for transition-in activities, project timelines, progress of transition activities, project risks, and impacts to operations
- Worked with the client's central IT team's transition manager and 16 business unit transition managers to close out transition activities

<b>Project #3</b>	<b>Contact #3</b>
Company Name: The Nature's Bounty Company	Contact Name: [REDACTED]
Project Name: IT Outsourcing	Company Name: Nature's Bounty (now a division of Nestle)
Time Period: (Month, Day, Year – Month, Day, Year) August 1, 2017 – March 31, 2018	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]

## PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE

Staff Role: Transition Manager

*Description of relevant experience:*

The Nature's Bounty IT Outsourcing project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

1. **Integrates with at least two applications, one of which is a COTS:** The project included supporting applications and infrastructure from across the organization including the following COTS applications Oracle (Supply Chain, manufacturing, packaging, and product development), Oracle E-Business Suite (research, master data management), IBM AS-400 (warehouse distribution, order-to-cash, customer management, and EOD/EOM financials), Salesforce (CRM market cloud), and NetSuite (cloud business).
2. **Interfaces with at least five external systems, at least one of which is real-time:** All Nature's Bounty client internal and external interfaces were transitioned including BizTalk payment gateway, .Net legacy websites, Microsoft active directory federation services, Microsoft SSL certification management, Citrix workspace solutions, data, video, and voice services provided by third-party systems. All systems process data in real time.
3. **Is accessed by at least 1,000 users at multiple locations:** All client internal and external interfaces were transitioned to support with Accenture. Nature's Bounty has 13,000 employees with access to core systems, vendor and supplier systems, data warehouse, and online point of sale (POS) at multiple locations including the headquarters in Ronkonkoma, NY or the manufacturing and warehouse locations in NY, Canada, Spain, and the United Kingdom. The client has 3,000 users on the platforms transitioned to Accenture.
4. **Has a contract value of at least \$10,000,000 dollars:** The total contract value was approximately \$42,000,000.
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** Transition support included a website for vendors (suppliers and products) and a consumer website (online store) with front-end optimized for multiple user interface platforms.

**As the Transition Manager, Rick's responsibilities included:**

### **Project scope:**

- **Managed operational transition activities for Nature's Bounty ITO, a large and complex IT system project**
- **Led a team of over 200 personnel to transition all client infrastructure and application services, leveraging ITIL and PMI project management principles and standards, and reduced the initial transition duration by two months which saved the client carrying costs from the existing/incumbent vendor**
- **Implemented new operational processes, rationalized all operating assets, and reduced duplicative tools and software costs resulting in an overall client efficiency gain of 30% in the first year from the client's hybrid operating environment (that included vendor and internal personnel)**
- **Improved client service hour coverage across all services to full 24/7 and established a rapid onboarding capability for service growth with comprehensive documentation of existing support environments, architecture designs, and training plans**

**PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE**

- Managed transition activities for mixed-support environment, transitioning from in-house and incumbent contractors
- Delivered a rapid transition within two months for critical services, mitigating personnel departure and impact to peak year-end activity
- Developed, delivered, and maintained, and the Transition Plan that included transition activities, cross-team responsibilities assignment matrix (RACI), integrated project schedule, training and change management approach
- Led overall transition of remaining services within 3.5 months with zero production disruption and with 30% improvements on ticket resolution over the first month of service; minimized impact to end users and business operations during transition
- Assisted client, project sponsors, and program partners in understanding transition-in activities, timelines, and impacts to other initiatives, releases, and tasks
- Identified and communicated with internal and external stakeholders on transition activities as needed

**Collaboration:**

- Worked collaboratively with Nature's Bounty personnel and incumbent contractors to accomplish a smooth transition, including the development of an integrated/cross-team responsibilities assignment matrix and integrated project schedule
- Worked closely with the Nature's Bounty Transition Manager to plan, manage, and execute transition activities to support alignment across transition teams
- Managed the project status reporting and communications processes for the transition, including leading daily, weekly, and monthly meeting series with Nature's Bounty executives, incumbent contractor's executives, and internal and external stakeholders to discuss the plan for transition activities, project timelines, progress of transition activities, project risks, and impacts to operations
- Worked with the Nature's Bounty's Director of Project Management Office (PMO) to close out transition activities

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>2 years, 5 months</b>
Minimum Qualification 1-S16	Experience within the past ten (10) years, managing the successful transition of large and complex IT systems from one (1) company or contract to another on at least two (2) separate Projects. The Transition Manager's experience will have been for a minimum duration of three (3) months for each Project.	
<b>Project #1</b>		<b>Contact #1</b>
Company Name: OhioHealth		Contact Name: [REDACTED]
Project Name: OhioHealth IT Outsourcing (ITO) project		Company Name: OhioHealth
Time Period: (Month, Day, Year – Month, Day, Year) March 1, 2022 – January 3, 2023		Phone Number: [REDACTED]
Percentage of Time: 100%		Email: [REDACTED]
Staff Role: Transition Manager		
Description of relevant experience:		

## PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE

The OhioHealth project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:

1. **Integrates with at least two applications, one of which is a COTS:** The OhioHealth solution integrates with:
  - COTS applications including Python, Selenium, Blue Prism, Workday, ServiceNow, and Epic EMR.
  - Accenture proprietary applications including myWizard and an anonymized master patient index.
  - A patient intervention engine – an application that manages evidence-based treatment protocols for clinical care plans and monitors workflows for patient populations.
  - A cohort manager engine – an application that translates laymen’s terms to clinical codes across multiple domains).
2. **Interfaces with at least five external systems, at least one of which is real-time:** OhioHealth interfaces with county health systems, local health departments, and pharmacies which are real time. Other interfaces include OhioHealth Research & Innovation Institute, the University of Texas MD Anderson Cancer Center, the Southeastern Ohio Regional Medical Center (a member of the Guernsey Health System (GHS), the Ohio State University Wexner Medical Center, medical laboratories, and Ohio Department of Health.
3. **Is accessed by at least 1,000 users at multiple locations:** The OhioHealth solution is accessed by 35,000 associates, physicians, and volunteers at health services locations in 47 Ohio counties: 12 hospitals, 200 ambulatory sites, and hospice, home health locations.
4. **Has a contract value of at least \$10,000,000 dollars:** The solution contract value is \$209 million.
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The OhioHealth solution includes a user-facing, multi-tiered, web-based portal application and accompanying mobile application that supports Android and Apple iOS platforms. Additionally, functionalities such as appointment scheduling, bill pay, Epic myChart, and other services are available.

As the Transition Manager, Rick’s responsibilities include:

### Project scope:

- **Managed operational transition activities on OhioHealth, a large and complex IT system in the healthcare industry**
- **Managed all infrastructure transition-in activities to deliver a successful transition of infrastructure, applications, security, and IT services for clinical staff, 12 hospital locations, Levels 1–3 support and shared Level 4 support for engineering and design. The transition was successfully completed on time.**
- Led a global transition team of over 700 personnel, utilizing PMI, ITIL, and SAFe program management principles
- **Managed the rapid service transition to mitigate 180+ client resource attrition with capacity staffing enabled and onboarded into operations within one month of Transition start**
- Enabled client organizational change by leading a comprehensive Change Management program inclusive of internal/external communications, transformation measurements, surveys, and change champion teams, and supports the OhioHealth client in understanding the scope and schedule of end-to-end transition activities and the related organization change management plans

**PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE**

- Established client training academy for retained and impacted team members with mapped learnings aligned to new roles and market relevant skills
- Developed, delivered, and maintains an integrated master schedule/work plan for the full project scope, which includes transition plans for infrastructure, applications, security, and automation
- Created a comprehensive risk management and service continuity plan to comply with attrition impacts, business criticality and OhioHealth's zero outage transition requirements
- Managed project risks and developed mitigation plans to minimize potential impact to end users and business operations during transition

**Collaboration:**

- Worked collaboratively with OhioHealth's existing IT services and hospital personnel to accomplish a smooth transition of all OhioHealth infrastructure components, including with the incumbent contractor to align on the roles and responsibilities, activities, and schedule for transitioning services. Also supported the OhioHealth client to manage staff transitions for OhioHealth's future organizational model.
- Collaborated with the OhioHealth transition manager to implement and manage a comprehensive project transition office and organizational change management team to manage transition activities and related communications and change management activities.
- Worked closely with the OhioHealth transition manager to plan, manage, execute, and close out transition activities and support alignment across transition teams.
- Led daily, weekly, and monthly meetings with OhioHealth executives and internal and external stakeholders to discuss the progress of transition activities

Project #2	Contact #2
Company Name: [REDACTED]	Contact Name: [REDACTED] [REDACTED] [REDACTED]
Project Name: IT systems transition	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) April 1, 2019 – February 28, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Transition Manager	
<i>Description of relevant experience:</i>  The IT systems transition project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:	

**PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE**

- 1. Integrates with at least two applications, one of which is a COTS:** The transition of IT services for the client involved the support of all applications and underlying technology, including the integration with SAP HANA, a COTS enterprise resource planning (ERP) platform, and the retail point-of-sale system.
- 2. Interfaces with at least five external systems, at least one of which is real-time:** The IT services interface with several external systems, including affiliate systems, crude oil fields, manufacturing, surveillance, asset management, pipeline operations, micro seismic monitoring systems, environmental, finance, crane operation safety, supply chain, and the Refinery Optimization Center (ROC), which operates in real-time.
- 3. Is accessed by at least 1,000 users at multiple locations:** The solution delivered is accessed by over 8,000 users daily via point of sale (POS) terminals across 8,000 U.S. retail locations. **Has a contract value of at least \$10,000,000 dollars:** The contract value is greater than \$200,000,000.
- 4. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The client solution features multi-tiered processing, including a user-facing front end. For example, refinery operators use handheld devices to transmit equipment surveillance data to the ROC which collects and analyzes the incoming data to confirm proper operations. On the retail side, POS terminals are optimized for multiple user interface platforms.

**As the Transition Manager, Rick's responsibilities included:**

**Project scope:**

- **Managed all operational transition activities to successfully transition all infrastructure and application services for client's large and complex IT system**
- Led the multi-vendor transition team of over 500 personnel, leveraging Azure DevOps for "single pane of glass" transition planning, monitoring, and execution aggregating all data and providing guided course corrections as needed.
- Established centralized IT onboarding across client subsidiary business units reducing technology diversity, increasing operational efficiency, and simplifying ongoing operations
- Enabled new client business continuity capability across multiple Accenture delivery centers with service failover procedures that were fully developed and tested for the transition
- Created a comprehensive risk management, change management, and service continuity plan to comply with business criticality and client's zero outage transition requirements and manage risks that may impact end users and business operations during the transition
- Developed and delivered training plan for client and client's contractor personnel
- Created and implemented simultaneously 17 unique transition plans—one for the centralized core IT organization and 16 individual transition plans, one per for each business unit, which minimized impacts to end users and business operations during transition-in, service integration, and the end state
- Performed transition activities simultaneously alongside service integration activities

## PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE

**Collaboration:**

- Worked collaboratively with client and client contractor personnel to transition from a capacity services model to a managed services model, including leading joint planning sessions to align on roles and responsibilities, transition activities, integrated project schedule for the transition project
- Worked closely with the client's transition managers to plan, manage, and execute transition activities and 100 applications across one centralized core IT organization and 16 individual business units, including the development of standardized processes for operations
- Managed the project status reporting and communications processes for the transition, including leading daily, weekly, and monthly meeting series with client executives and internal and external stakeholders to discuss the plan for transition-in activities, project timelines, progress of transition activities, project risks, and impacts to operations
- Worked with the client's central IT team's transition manager and 16 business unit transition managers to close out transition activities

Project #3	Contact #3
Company Name: The Nature's Bounty Company	Contact Name: [REDACTED]
Project Name: IT Outsourcing	Company Name: Nature's Bounty (now a division of Nestle)
Time Period: (Month, Day, Year – Month, Day, Year) August 1, 2017 – March 31, 2018	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]

Staff Role: Transition Manager

## Description of relevant experience:

The Nature's Bounty IT Outsourcing project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

- 1. Integrates with at least two applications, one of which is a COTS:** The project included supporting applications and infrastructure from across the organization including the following COTS applications Oracle (Supply Chain, manufacturing, packaging, and product development), Oracle E-Business Suite (research, master data management), IBM AS-400 (warehouse distribution, order-to-cash, customer management, and EOD/EOM financials), Salesforce (CRM market cloud), and NetSuite (cloud business).
- 2. Interfaces with at least five external systems, at least one of which is real-time:** All Nature's Bounty client internal and external interfaces were transitioned including BizTalk payment gateway, .Net legacy websites, Microsoft active directory federation services, Microsoft SSL certification management, Citrix workspace solutions, data, video, and voice services provided by third-party systems. All systems process data in real time.
- 3. Is accessed by at least 1,000 users at multiple locations:** All client internal and external interfaces were transitioned to support with Accenture. Nature's Bounty has 13,000 employees with access to core systems, vendor and supplier systems, data warehouse, and online

**PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE**

point of sale (POS) at multiple locations including the headquarters in Ronkonkoma, NY or the manufacturing and warehouse locations in NY, Canada, Spain, and the United Kingdom. The client has 3,000 users on the platforms transitioned to Accenture.

- 4. Has a contract value of at least \$10,000,000 dollars:** The total contract value was approximately \$42,000,000.
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** Transition support included a website for vendors (suppliers and products) and a consumer website (online store) with front-end optimized for multiple user interface platforms.

**As the Transition Manager, Rick's responsibilities included:**

**Project scope:**

- **Managed operational transition activities for Nature's Bounty ITO, a large and complex IT system project**
- **Led a team of over 200 personnel to transition all client infrastructure and application services, leveraging ITIL and PMI project management principles and standards, and reduced the initial transition duration by two months which saved the client carrying costs from the existing/incumbent vendor**
- Implemented new operational processes, rationalized all operating assets, and reduced duplicative tools and software costs resulting in an overall client efficiency gain of 30% in the first year from the client's hybrid operating environment (that included vendor and internal personnel)
- Improved client service hour coverage across all services to full 24/7 and established rapid onboarding capability for service growth with comprehensive documentation of existing support environments, architecture designs, and training plans
- Managed transition activities for mixed-support environment, transitioning from in-house and incumbent contractors
- Delivered a rapid transition within two months for critical services, mitigating personnel departure and impact to peak year-end activity
- Developed, delivered, and maintained, and the Transition Plan that included transition activities, cross-team responsibilities assignment matrix (RACI), integrated project schedule, training and change management approach
- Led overall transition of remaining services within 3.5 months with zero production disruption and with 30% improvements on ticket resolution over the first month of service; minimized impact to end users and business operations during transition
- Assisted client, project sponsors, and program partners in understanding transition-in activities, timelines, and impacts to other initiatives, releases, and tasks
- Identified and communicated with internal and external stakeholders on transition activities as needed

**Collaboration:**

- Worked collaboratively with Nature's Bounty personnel and incumbent contractors to accomplish a smooth transition, including the development of an integrated/cross-team responsibilities assignment matrix and integrated project schedule
- Worked closely with the Nature's Bounty Transition Manager to plan, manage, and execute transition activities to support alignment across transition teams

**PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE**

- Managed the project status reporting and communications processes for the transition, including leading daily, weekly, and monthly meeting series with Nature's Bounty executives, incumbent contractor's executives, and internal and external stakeholders to discuss the plan for transition activities, project timelines, progress of transition activities, project risks, and impacts to operations
- Worked with the Nature's Bounty's Director of Project Management Office (PMO) to close out transition activities

**Total Duration of all Projects cited to meet the MQ:****2 years, 5 months**

## 1.5 INFRASTRUCTURE OPERATIONS MANAGER STAFF QUALIFICATIONS

INFRASTRUCTURE OPERATIONS MANAGER					
PART 1 – RÉSUMÉ					
Contractor	Accenture LLP				
Candidate Name	Jeremy Grecian				
Position in the Company	Associate Director	Length of Time in Position	3 years		
Project Position & Responsibilities	Infrastructure Operations Manager Jeremy meets all the requirements as defined in RFP section 12.1.3.6.5				
Skills & Qualifications for Project Position	<p><b>Skills:</b> Jeremy's skills include team and resource development, effective communication, and building strong client relationships. His technical skills include strong understanding of the SDLC process, AWS and Oracle technologies, security compliance and frameworks, demand management, capacity planning/management, disaster recovery, incident management, AWS Cloud, infrastructure operations management, Information Technology Infrastructure Library (ITIL) standards and framework, event monitoring, performance monitoring, proactive problem management, communication, collaboration, risk, mitigation and opportunity management. Jeremy is an AWS Certified Cloud Practitioner and accustomed to working in a multi-contractor environment.</p> <p><b>Qualifications:</b> Jeremy has more than 20 years of experience in large and complex IT environments with strict security and compliance requirements, including experience in varying cloud-based systems and ecosystems. <b>(Exceeds: I-S17)</b>. He managed the day-to-day activities of Accenture Operations Staff for Ross Stores and led a team of 300 people based in multiple countries <b>(Exceeds: I-S18)</b>. Jeremy was responsible for and managed operations ensuring continuity of IT operation services for different systems including Local Area Network / Wide Area Network and cloud-based services <b>(Exceeds: I-S19)</b>. At both CalSAWS and Ross projects, Jeremy managed the hardware and software components of respective systems according to ITIL standards, with a combined 10+ years of experience on these efforts <b>(Exceeds: I-S20)</b>.</p>				
Relevant Experience (Add additional tables as needed)					
Project Title	CalSAWS				
Position Title	Infrastructure Operations Manager (Service Delivery)				
Begin Date	03/2021	End Date	Ongoing	# of Months	22 total, 17 adjusted for project overlap
Scope and Description of Responsibility	<b>Scope:</b> Jeremy oversees the CalSAWS operations for Accenture's M&O services, CalSAWS Application Modification Enhancement (M&E) services, and CalSAWS DD&I Migration services.				

INFRASTRUCTURE OPERATIONS MANAGER					
	<b>Responsibility:</b> As the Infrastructure operations manager, Jeremy oversees all service delivery operations, including managing the teams, implementing and improving standard processes and tools to drive operational efficiencies, and meeting operational and financial commitments. When needed, he participates in the solution design.				
Skills Utilized and Experience Attained	<b>Skills Utilized:</b> Jeremy is skilled in disaster recovery, incident management, AWS, design, budgeting, application and infrastructure monitoring, knowledge of CI/CD pipeline, supporting build and deploy, enterprise automation, site reliability engineering, security compliance, and regulations (data requirements, PII, PHI, data privacy). This included capacity planning, forecasting, performance planning for cyclical demand, and software/hardware life cycle management. <b>Experience Attained:</b> Jeremy manages the production support organization, which includes major incident triage, execution of disaster recovery tests, implementation of new environments, and ongoing security maintenance (i.e., vulnerability remediation). He leads the environment governance process, which includes review and approval of all Accenture changes to CalSAWS.				
Project Title	Ross Stores, Inc.				
Position Title	Multiple Roles – Infrastructure Operations Manager, Technology Delivery Lead, Client Service Delivery Lead				
Begin Date	09/2012	End Date	01/2022	# of Months	113 total, 107 adjusted for project overlap
Scope and Description of Responsibility	<b>Scope:</b> Jeremy led all support activities for the enterprise application and infrastructure, including help desk Level 1, 2 and 3, in-store point of sale (POS), retail and supply chain management. <b>Responsibility:</b> Jeremy was the portfolio lead for infrastructure and enterprise security initiatives. Simultaneously, he was the program lead for replacement of the enterprise batch management platform and optimization of batch performance, resulting in a 20% reduction in execution. He led the optimization of patching and vulnerability programs, including development of a scoring framework, KPIs and metrics. He set up infrastructure factory teams for new system builds and implementation resulting in year over year reductions in delivery time. Jeremy guided teams responsible for data center migration from a West coast-based data center to an East Coast location. He partnered with the client to standup a disaster recovery program, resulting in the first successful DR tests for the client.				
Skills Utilized and Experience Attained	<b>Skills Utilized:</b> Jeremy's people development and leadership skills shaped his approach for leading the execution of large enterprise changes and program management. His technical skills included strong understanding of SDLC process, security compliance and frameworks, demand management, capacity planning/management, disaster recovery, incident management, infrastructure operations management, event monitoring,				

### INFRASTRUCTURE OPERATIONS MANAGER

performance monitoring, proactive problem management, communication, collaboration, risk, mitigation and opportunity management.

Experience Attained: Jeremy's project management experience in the coordination and execution of enterprise maintenance in accordance with strict uptime requirements and security SLAs and KPIs. This included oversight of all production changes, shifting work to be performed more efficiently (via automation and/or using Tier 1/2 teams). Jeremy used PMBOK processes to keep the program on schedule, allowing for more effective modifications.

#### Education (add rows as needed)

Years	Course of Study	School
09/1994 – 11/1998	Bachelor of Science (MIS), Information Systems	Pacific Union College

#### Professional Certifications or Designations (add rows as needed)

Certification or Designation	Organization	Dates
AWS Certified Cloud Practitioner	Amazon Web Services (AWS)	01/2021 – 01/2024

### PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE

Minimum Qualification I-S17	A minimum of three (3) years of experience as an Operations Manager within the past (10) years directly responsible for management of operations for a large and complex IT system in a cloud environment, preferably AWS.		
Project #1		Contact #1	
Company Name: CalSAWS Consortium		Contact Name: [REDACTED]	
Project Name: CalSAWS Migration		Company Name: CalSAWS Consortium	
Time Period: (Month, Day, Year – Month, Day, Year) March 1, 2021 – January 4, 2023 (Ongoing)		Phone Number: [REDACTED]	
Percentage of Time: March 1, 2021 – January 31, 2022: 50% February 1, 2022 – January 4, 2023 (Ongoing): 100%		Email: [REDACTED]	
Staff Role: Infrastructure Operations Manager (Service Delivery)			

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE***Description of relevant experience:*

The CalSAWS project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:

- 1. Integrates with at least two applications, one of which is a COTS:** The CalSAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).
- 2. Interfaces with at least five external systems, at least one of which is real-time:** The CalSAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKS Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.
- 3. Is accessed by at least 1,000 users at multiple locations:** The CalSAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties are migrated, the number of CalSAWS users will be approximately 41,500.
- 4. Has a contract value of at least \$10,000,000 dollars:** The CalSAWS contract value is \$1,425,495,842.
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.

**As the CalSAWS Infrastructure Operations Manager focused on leading Service Delivery, Jeremy’s responsibilities include:**

**Project Scope**

- Serves as the Infrastructure Operations Manager for service delivery Operations Lead, supervising teams of over 150 people for CalSAWS which is a large and complex IT system in a cloud environment (AWS)
- Manages the day-to-day activities of the Accenture Operations Staff of a large complex IT system in an AWS cloud environment and provides thought leadership on operational efficiencies and continuous improvements and demand/capacity management, and for monitoring overall CalSAWS System performance to meet performance targets
- Serves as point of contact to review and facilitate Accenture TBCRs for the Consortium FinOps process
- Responsible for supporting ~60 environments, including support for integration with other 3<sup>rd</sup> party vendors and county initiatives.
- Leads teams responsible for ongoing security scanning, patching and ensuring compliance with Center for Internet Security (CIS) controls and NIST compliance.
- Ongoing support for cloud management tools such as cloud trail, VPC flow logs, CloudWatch, Splunk and Dynatrace.
- Manages all ongoing CalSAWS infrastructure operations including: planning, reporting, performance monitoring, and Capacity Planning/sizing

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Manages and maintains all CalSAWS cloud-based environments and designs, implements, and monitors event management, monitors performance metrics for continuous improvement opportunities, and proactive problem management. Supports ongoing development and production environments, including security updates and defect resolution. Supervises twice-annual disaster recovery tests
- Operates CalSAWS in compliance with SLAs. Manages the creation of Root Cause Analysis (RCA) and implementation of process and technology improvements to improve stability
- Develops operations Deliverables on time. Updates Operational Working Documents (OWD) to reflect current maintenance processes
- Works with the Consortium to meet the timely request for and implementation of infrastructure (CalSAWS Hardware/CalSAWS Software) upgrades, hardware and software management, and rationalization reduction and ongoing cost optimization
- Serves as the Infrastructure Operations Manager ensuring the continuity of IT operations services including local area networks, wide area networks for CalSAWS
- Adheres to applicable Information Technology Infrastructure Library (ITIL) standards and framework for IT Operations Management and Continuous Service Improvement (CSI) for CalSAWS Operations

**Collaboration**

- Works with the Consortium, AWS and the QA vendor to resolve all CalSAWS issues related to ongoing CalSAWS operations and outages
- Collaborates with Consortium Section Directors and Managers in support of new initiatives and provides suggestions to continuously improve the CalSAWS technical business processes
- Collaborates with M&E initiative leads and application development teams to provide seamless service delivery, including continuity of infrastructure technology services
- Coaches and mentors 150 resources for career growth & professional development so teams have appropriate technical skills and are fit for CalSAWS Project culture
- Collaborates with Consortium to update and harden management processes to align with ITIL guidelines

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Ross Stores, Inc.	Contact Name: [REDACTED]
Project Name: Ross Technologies Support	Company Name: Ross Stores, Inc.
Time Period: September 1, 2012 – January 31, 2022	Phone Number: [REDACTED]
Percentage of Time: September 1, 2012 – February 28, 2021: 100% March 1, 2021 – January 31, 2022: 50%	Email: [REDACTED]
Staff Role: Multiple Roles – Infrastructure Operations Manager, Technology Delivery Lead, Client Service Delivery Lead	

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE***Description of relevant experience:*

The Ross Technologies Support project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

1. **Integrates with at least two applications, one of which is a COTS:** Oracle Warehouse Control Systems (WCS) integration with Oracle Retail Merchandising System (RMS), processing millions of transactions daily.
2. **Interfaces with at least five external systems, at least one of which is real-time:** For the transportation systems, there is real-time integration with JDA Transportation Management, Merchandising (RMS), Planning (ARP, PLN), Forecasting (RDF), Supply Chain (RDM, TMS), Allocation (ACE), and hundreds of partners using Oracle Fusion Middleware (SOA).
3. **Is accessed by at least 1,000 users at multiple locations:** The in-scope applications and infrastructure were used by more than 80,000 users across over 2,000 locations.
4. **Has a contract value of at least \$10,000,000 dollars:** The solution contract value was greater than \$75,000,000 annually.
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The Ross Technologies Support project includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms.

In varied operations roles, Jeremy's responsibilities include:

**Project Scope**

- Served as the Infrastructure Operations Manager leading the technology delivery Lead and client service delivery, supervising a team of 300 people based in the United States, India, and Philippines for Ross Technologies Support, which is a large and complex IT system.
- Managed the implementation, on-going maintenance operations for the Azure hosted data lake for Business Intelligence and reporting services
- Managed operations and the optimization of AWS Connect solution to scale and handle the growing needs of the application, working closely in partnership with AWS to provide a reliable stable service to Ross Stores.
- Managed operations for JDA Transportation Management, a cloud-based application that integrated with transportation providers to support supply-chain and logistics operations
- Migrated client from Cisco Call Center Solution to AWS Connect, receiving 250,000+ calls annually.
- Facilitated discussions on key decisions regarding efficient integration between AWS Connect solution and JDA workforce management
- Worked with client to meet the timely request for and implementation of infrastructure (hardware/software) upgrades:
- Managed ongoing life cycle of 15,000 in-store Point of Sale (POS) systems
- Led journey for enterprise automation that resulted in reduction of IT support costs by more than 30% annually

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Managed the day-to-day activities of the Accenture Operations Staff leading an on-shore and offshore team who conducted batch operations and optimization, capacity planning, feature releases, and infrastructure support
- Transitioned application development projects from waterfall delivery methodology to Agile delivery methodology
- Implemented threat vulnerability program
- Developed and delivered operations deliverables on time
- Operated project in compliance with SLAs
- Served as the Infrastructure Operations Manager, Technology Delivery and Client Service Delivery Leader ensuring the continuity of on premise and cloud IT operations services for Ross Technologies Support including local, wide area network.
- Adhered to ITIL standards and framework for Service Operation processes: Event, Incident, Access, Problem and Facilities Management for Ross Technologies Support and operations.
- Supported all LAN, WAN, mobile telephony, wireless, and conferencing systems including circuit provisioning, capacity planning, and vulnerability remediation
- Responsible for design and support for high availability cloud environments including maintenance of disaster recovery capability including facilitation of recurring exercises to validate ability to recover systems within RTO and RPO requirements.

**Collaboration**

- Collaborated with technical and application managers to provide seamless service delivery and continuity of infrastructure technology services, including the wide area network. Led program update and transformation of 1,500 sites to SD-WAN
- Collaborated with senior executives and technology teams to build an automated call center application for self-service password resets which reduced calls handled manually by 10,000 per month

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>10 years</b>
<b>Minimum Qualification I-S18</b>	A minimum of five (5) years of experience within the past ten (10) years supervising teams of 15 people or greater on Projects that involved large and complex IT systems.	
<b>Project #1</b>		<b>Contact #1</b>
Company Name: CalSAWS Consortium		Contact Name: [REDACTED]
Project Name: CalSAWS Migration		Company Name: CalSAWS Consortium
Time Period: (Month, Day, Year – Month, Day, Year) March 1, 2021 – January 4, 2023 (Ongoing)		Phone Number: [REDACTED]
Percentage of Time: March 1, 2021 – January 31, 2022: 50% February 1, 2022 – January 4, 2023 (Ongoing): 100%		Email: [REDACTED]

## PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE

Staff Role: Infrastructure Operations Manager (Service Delivery)

*Description of relevant experience:*

The CalSAWS project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:

1. **Integrates with at least two applications, one of which is a COTS:** The CalSAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).
2. **Interfaces with at least five external systems, at least one of which is real-time:** The CalSAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKS Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.
3. **Is accessed by at least 1,000 users at multiple locations:** The CalSAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties are migrated, the number of CalSAWS users will be approximately 41,500.
4. **Has a contract value of at least \$10,000,000 dollars:** The CalSAWS contract value is \$1,425,495,842.
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.

**As the CalSAWS Infrastructure Operations Manager focused on leading Service Delivery, Jeremy's responsibilities include:**

### Project Scope

- **Serves as the Infrastructure Operations Manager for service delivery Operations Lead, supervising teams of over 150 people for CalSAWS which is a large and complex IT system in a cloud environment (AWS)**
- Manages the day-to-day activities of the Accenture Operations Staff of a large complex IT system in an AWS cloud environment and provides thought leadership on operational efficiencies and continuous improvements and demand/capacity management, and for monitoring overall CalSAWS System performance to meet performance targets
- Serves as point of contact to review and facilitate Accenture TBCRs for the Consortium FinOps process
- Responsible for supporting ~60 environments, including support for integration with other 3<sup>rd</sup> party vendors and county initiatives.
- Leads teams responsible for ongoing security scanning, patching and ensuring compliance with Center for Internet Security (CIS) controls and NIST compliance.
- Ongoing support for cloud management tools such as cloud trail, VPC flow logs, CloudWatch, Splunk and Dynatrace.
- Manages all ongoing CalSAWS infrastructure operations including: planning, reporting, performance monitoring, and Capacity Planning/sizing

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Manages and maintains all CalSAWS cloud-based environments and designs, implements, and monitors event management, monitors performance metrics for continuous improvement opportunities, and proactive problem management. Supports ongoing development and production environments, including security updates and defect resolution. Supervises twice-annual disaster recovery tests
- Operates CalSAWS in compliance with SLAs. Manages the creation of Root Cause Analysis (RCA) and implementation of process and technology improvements to improve stability
- Develops operations Deliverables on time. Updates Operational Working Documents (OWD) to reflect current maintenance processes
- Works with the Consortium to meet the timely request for and implementation of infrastructure (CalSAWS Hardware/CalSAWS Software) upgrades, hardware and software management, and rationalization reduction and ongoing cost optimization
- Serves as the Infrastructure Operations Manager ensuring the continuity of IT operations services including local area networks, wide area networks for CalSAWS
- Adheres to applicable Information Technology Infrastructure Library (ITIL) standards and framework for IT Operations Management and Continuous Service Improvement (CSI) for CalSAWS Operations

**Collaboration**

- Coaches and mentors 150 resources for career growth & professional development so teams have appropriate technical skills and are fit for CalSAWS Project culture
- Works with the Consortium, AWS and the QA vendor to resolve all CalSAWS issues related to ongoing CalSAWS operations and outages
- Collaborates with Consortium Section Directors and Managers in support of new initiatives and provides suggestions to continuously improve the CalSAWS technical business processes
- Collaborates with M&E initiative leads and application development teams to provide seamless service delivery, including continuity of infrastructure technology services
- Collaborates with Consortium to update and harden management processes to align with ITIL guidelines

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Ross Stores, Inc.	Contact Name: [REDACTED]
Project Name: Ross Technologies Support	Company Name: Ross Stores, Inc.
Time Period: September 1, 2012 – January 31, 2022	Phone Number: [REDACTED]
Percentage of Time: September 1, 2012 – February 28, 2021: 100% March 1, 2021 – January 31, 2022: 50%	Email: [REDACTED]
Staff Role: Multiple Roles – Infrastructure Operations Manager, Technology Delivery Lead, Client Service Delivery Lead	
Description of relevant experience:	

## PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE

The Ross Technologies Support project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

1. **Integrates with at least two applications, one of which is a COTS:** Oracle Warehouse Control Systems (WCS) integration with Oracle Retail Merchandising System (RMS), processing millions of transactions daily.
2. **Interfaces with at least five external systems, at least one of which is real-time:** For the transportation systems, there is real-time integration with JDA Transportation Management, Merchandising (RMS), Planning (ARP, PLN), Forecasting (RDF), Supply Chain (RDM, TMS), Allocation (ACE), and hundreds of partners using Oracle Fusion Middleware (SOA).
3. **Is accessed by at least 1,000 users at multiple locations:** The in-scope applications and infrastructure were used by more than 80,000 users across over 2,000 locations.
4. **Has a contract value of at least \$10,000,000 dollars:** The solution contract value was greater than \$75,000,000 annually.
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The Ross Technologies Support project includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms.

In varied operations roles, Jeremy's responsibilities include:

### Project Scope

- Served as the Infrastructure Operations Manager leading the technology delivery Lead and client service delivery, supervising a team of 300 people based in the United States, India, and Philippines for Ross Technologies Support, which is a large and complex IT system.
- Managed the implementation, on-going maintenance operations for the Azure hosted data lake for Business Intelligence and reporting services
- Managed operations and the optimization of AWS Connect solution to scale and handle the growing needs of the application, working closely in partnership with AWS to provide a reliable stable service to Ross Stores.
- Managed operations for JDA Transportation Management, a cloud-based application that integrated with transportation providers to support supply-chain and logistics operations
- Worked with client to meet the timely request for and implementation of infrastructure (hardware/software) upgrades:
- Migrated client from Cisco Call Center Solution to AWS Connect, receiving 250,000+ calls annually.
- Facilitated discussions on key decisions regarding efficient integration between AWS Connect solution and JDA workforce management
- Managed ongoing life cycle of 15,000 in-store Point of Sale (POS) systems
- Led journey for enterprise automation that resulted in reduction of IT support costs by more than 30% annually
- Managed the day-to-day activities of the Accenture Operations Staff leading an on-shore and offshore team who conducted batch operations and optimization, capacity planning, feature releases, and infrastructure support
- Transitioned application development projects from waterfall delivery methodology to Agile delivery methodology
- Implemented threat vulnerability program

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Developed and delivered operations deliverables on time
- Operated project in compliance with SLAs
- Served as the Infrastructure Operations Manager, Technology Delivery and Client Service Delivery Leader ensuring the continuity of on premise and cloud IT operations services for Ross Technologies Support including local, wide area network.
- Adhered to ITIL standards and framework for Service Operation processes: Event, Incident, Access, Problem and Facilities Management for Ross Technologies Support and operations
- Supported all LAN, WAN, mobile telephony, wireless, and conferencing systems including circuit provisioning, capacity planning, and vulnerability remediation
- Responsible for design and support for high availability cloud environments including maintenance of disaster recovery capability including facilitation of recurring exercises to validate ability to recover systems within RTO and RPO requirements.

**Collaboration**

- Collaborated with technical and application managers to provide seamless service delivery and continuity of infrastructure technology services, including the wide area network. Led program update and transformation of 1,500 sites to SD-WAN
- Collaborated with senior executives and technology teams to build an automated call center application for self-service password resets which reduced calls handled manually by 10,000 per month

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>10 years</b>
Minimum Qualification I-S19	A minimum of five (5) years of experience within the past ten (10) years, ensuring the continuity of IT operations services, including both local and wide area networks and cloud-based services on Projects involving large and complex IT systems.	
<b>Project #1</b>		<b>Contact #1</b>
Company Name: CalSAWS Consortium		Contact Name: [REDACTED]
Project Name: CalSAWS Migration		Company Name: CalSAWS Consortium
Time Period: (Month, Day, Year – Month, Day, Year) March 1, 2021 – January 4, 2023 (Ongoing)		Phone Number: [REDACTED]
Percentage of Time: March 1, 2021 – January 31, 2022: 50% February 1, 2022 – January 4, 2023 (Ongoing): 100%		Email: [REDACTED]
Staff Role: Infrastructure Operations Lead (Service Delivery)		
Description of relevant experience:		
The CalSAWS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:		

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- 1. Integrates with at least two applications, one of which is a COTS:** The CalSAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).
- 2. Interfaces with at least five external systems, at least one of which is real-time:** The CalSAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKS Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.
- 3. Is accessed by at least 1,000 users at multiple locations:** The CalSAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties are migrated, the number of CalSAWS users will be approximately 41,500. Includes support of network infrastructure for POP counties, managed counties, and circuit vendor TPX.
- 4. Has a contract value of at least \$10,000,000 dollars:** The CalSAWS contract value is \$1,425,495,842.
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.

**As the CalSAWS Infrastructure Operations Manager focused on leading Service Delivery, Jeremy's responsibilities include:**

**Project Scope**

- Serves as the Infrastructure Operations Manager ensuring the continuity of IT operations services including local area networks, wide area networks for CalSAWS
- Collaborates with M&E initiative leads and application development teams to provide seamless service delivery, including continuity of infrastructure technology services
- Serves as the Infrastructure Operations Manager for service delivery Operations Lead, supervising teams of over 150 people for CalSAWS which is a large and complex IT system in a cloud environment (AWS)
- Manages the day-to-day activities of the Accenture Operations Staff of a large complex IT system in an AWS cloud environment and provides thought leadership on operational efficiencies and continuous improvements and demand/capacity management, and for monitoring overall CalSAWS System performance to meet performance targets
- Manages and maintains all CalSAWS cloud-based environments and designs, implements, and monitors event management, monitors performance metrics for continuous improvement opportunities, and proactive problem management. Supports ongoing development and production environments, including security updates and defect resolution. Supervises twice-annual disaster recovery tests
- Serves as point of contact to review and facilitate Accenture TBCRs for the Consortium FinOps process
- Responsible for supporting ~60 environments, including support for integration with other 3<sup>rd</sup> party vendors and county initiatives.
- Leads teams responsible for ongoing security scanning, patching and ensuring compliance with Center for Internet Security (CIS) controls and NIST compliance.

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Ongoing support for cloud management tools such as cloud trail, VPC flow logs, CloudWatch, Splunk and Dynatrace.
- Manages all ongoing CalSAWS infrastructure operations including: planning, reporting, performance monitoring, and Capacity Planning/sizing
- Operates CalSAWS in compliance with SLAs. Manages the creation of Root Cause Analysis (RCA) and implementation of process and technology improvements to improve stability
- Develops operations Deliverables on time. Updates Operational Working Documents (OWD) to reflect current maintenance processes
- Works with the Consortium to meet the timely request for and implementation of infrastructure (CalSAWS Hardware/CalSAWS Software) upgrades, hardware and software management, and rationalization reduction and ongoing cost optimization
- Adheres to applicable Information Technology Infrastructure Library (ITIL) standards and framework for IT Operations Management and Continuous Service Improvement (CSI) for CalSAWS Operations

**Collaboration**

- Works with the Consortium, AWS and the QA vendor to resolve all CalSAWS issues related to ongoing CalSAWS operations and outages
- Collaborates with Consortium Section Directors and Managers in support of new initiatives and provides suggestions to continuously improve the CalSAWS technical business processes
- Coaches and mentors 150 resources for career growth & professional development so teams have appropriate technical skills and are fit for CalSAWS Project culture
- Collaborates with Consortium to update and harden management processes to align with ITIL guidelines

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Ross Stores, Inc.	Contact Name: [REDACTED]
Project Name: Ross Technologies Support	Company Name: Ross Stores, Inc.
Time Period: September 1, 2012 – January 31, 2022	Phone Number: [REDACTED]
Percentage of Time: September 1, 2012 – February 28, 2021: 100% March 1, 2021 – January 31, 2022: 50%	Email: [REDACTED]
Staff Role: Multiple Roles – Infrastructure Operations Manager, Technology Delivery Lead, Client Service Delivery Lead (Operations)	
<p><i>Description of relevant experience:</i></p> <p>The Ross Technologies Support project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:</p> <p><b>1. Integrates with at least two applications, one of which is a COTS:</b> Oracle Warehouse Control Systems (WCS) integration with Oracle Retail Merchandising System (RMS), processing millions of transactions daily.</p>	

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- 2. Interfaces with at least five external systems, at least one of which is real-time:** For the transportation systems, there is real-time integration with JDA Transportation Management, Merchandising (RMS), Planning (ARP, PLN), Forecasting (RDF), Supply Chain (RDM, TMS), Allocation (ACE), and hundreds of partners using Oracle Fusion Middleware (SOA).
- 3. Is accessed by at least 1,000 users at multiple locations:** The in-scope applications and infrastructure were used by more than 80,000 users across over 2,000 locations.
- 4. Has a contract value of at least \$10,000,000 dollars:** The solution contract value was greater than \$75,000,000 annually.
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The Ross Technologies Support project includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms.

In varied operations roles, Jeremy's responsibilities include:

#### Project Scope

- Collaborated with technical and application managers to provide seamless service delivery and continuity of infrastructure technology services, including the wide area network. Led program update and transformation of 1,500 sites to SD-WAN
- Supported all LAN, WAN, mobile telephony, wireless, and conferencing systems including circuit provisioning, capacity planning, and vulnerability remediation
- Managed the implementation, on-going maintenance operations for the Azure hosted data lake for Business Intelligence and reporting services
- Managed operations and the optimization of AWS Connect solution to scale and handle the growing needs of the application, working closely in partnership with AWS to provide a reliable stable service to Ross Stores.
- Managed operations for JDA Transportation Management, a cloud-based application that integrated with transportation providers to support supply-chain and logistics operations
- Served as the Infrastructure Operations Manager leading the technology delivery Lead and client service delivery, supervising a team of 300 people based in the United States, India, and Philippines for Ross Technologies Support, which is a large and complex IT system. This included ensuring the continuity of on premise and cloud IT operations services for Ross Technologies Support including local, wide area network.
- Worked with client to meet the timely request for and implementation of infrastructure (hardware/software) upgrades:
- Migrated client from Cisco Call Center Solution to AWS Connect, receiving 250,000+ calls annually.
- Facilitated discussions on key decisions regarding efficient integration between AWS Connect solution and JDA workforce management
- Managed ongoing life cycle of 15,000 in-store Point of Sale (POS) systems
- Led journey for enterprise automation that resulted in reduction of IT support costs by more than 30% annually
- Managed the day-to-day activities of the Accenture Operations Staff leading an on-shore and offshore team who conducted batch operations and optimization, capacity planning, feature releases, and infrastructure support

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Transitioned application development projects from waterfall delivery methodology to Agile delivery methodology
- Implemented threat vulnerability program
- Developed and delivered operations deliverables on time
- Operated project in compliance with SLAs
- Served as the Infrastructure Operations Manager, Technology Delivery and Client Service Delivery Leader ensuring the continuity of on premise and cloud IT operations services for Ross Technologies Support including local, wide area network.
- Adhered to ITIL standards and framework for Service Operation processes: Event, Incident, Access, Problem and Facilities Management for Ross Technologies Support and operations
- Responsible for design and support for high availability cloud environments including maintenance of disaster recovery capability including facilitation of recurring exercises to validate ability to recover systems within RTO and RPO requirements.

**Collaboration**

- Collaborated with senior executives and technology teams to build an automated call center application for self-service password resets which reduced calls handled manually by 10,000 per month

**In varied operations roles, Jeremy's responsibilities included:****Project Scope**

- Served as the Infrastructure Operations Manager, Technology Delivery and Client Service Delivery Leader ensuring the continuity of on premise and cloud IT operations services for Ross Technologies Support including local, wide area network. Ross Technologies support is a large and complex IT system
- Supported all LAN, WAN, mobile telephony, wireless, and conferencing systems including circuit provisioning, capacity planning, and vulnerability remediation
- Responsible for design and support for high availability cloud environments including maintenance of disaster recovery capability including facilitation of recurring exercises to validate ability to recover systems within RTO and RPO requirements.
- Worked with client to meet the timely request for implementation of infrastructure (hardware/software) upgrades
  - Led data center migration from West Coast to East Coast without business interruptions or impacts
  - Migrated client from Cisco Call Center Solution to AWS Connect, receiving 250,000+ calls annually
- Implemented threat vulnerability program
- Developed and delivered operations deliverables on time
- Operated project in compliance with SLAs

**Collaboration**

- Collaborated with technical and application Managers to provide seamless service delivery and continuity of infrastructure technology services, including the wide area network. Led program to update 1,500 sites to SD-WAN

PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"> <li>Collaborated with senior executives and technology teams to build an automated cloud based call center application for self-service password resets which reduced calls handled manually by 10,000 per month</li> </ul>	
<b>Total Duration of all Projects cited to meet the MQ:</b>	<b>10 years</b>
<b>Minimum Qualification I-S20</b>	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.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: CalSAWS Consortium	Contact Name: Laura Chavez
Project Name: CalSAWS Migration	Company Name: CalSAWS Consortium
Time Period: (Month, Day, Year – Month, Day, Year) March 1, 2021 – January 4, 2023 (Ongoing)	Phone Number: 562-484-7816
Percentage of Time: March 1, 2021 – January 31, 2022: 50% February 1, 2022 – January 4, 2023 (Ongoing): 100%	Email: chavezl@calsaws.org
Staff Role: Infrastructure Operations Lead (Service Delivery)	
<p>Description of relevant experience:</p> <p>The CalSAWS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>Integrates with at least two applications, one of which is a COTS:</b> The CalSAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).</li> <li><b>Interfaces with at least five external systems, at least one of which is real-time:</b> The CalSAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKS Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.</li> <li><b>Is accessed by at least 1,000 users at multiple locations:</b> The CalSAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties are migrated, the number of CalSAWS users will be approximately 41,500.</li> <li><b>Has a contract value of at least \$10,000,000 dollars:</b> The CalSAWS contract value is \$1,425,495,842.</li> <li><b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.</li> </ol>	

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

**As the CalSAWS Infrastructure Operations Manager focused on leading Service Delivery, Jeremy's responsibilities include:**

**Project Scope**

- **Adheres to applicable Information Technology Infrastructure Library (ITIL) standards and framework for IT Operations Management and Continuous Service Improvement (CSI) for CalSAWS Operations**
- Serves as the Infrastructure Operations Manager for service delivery Operations Lead, supervising teams of over 150 people for CalSAWS which is a large and complex IT system in a cloud environment (AWS)
- Manages the day-to-day activities of the Accenture Operations Staff of a large complex IT system in an AWS cloud environment and provides thought leadership on operational efficiencies and continuous improvements and demand/capacity management, and for monitoring overall CalSAWS System performance to meet performance targets
- Serves as point of contact to review and facilitate Accenture TBCRs for the Consortium FinOps process
- Responsible for supporting ~60 environments, including support for integration with other 3<sup>rd</sup> party vendors and county initiatives.
- Leads teams responsible for ongoing security scanning, patching and ensuring compliance with Center for Internet Security (CIS) controls and NIST compliance.
- Ongoing support for cloud management tools such as cloud trail, VPC flow logs, CloudWatch, Splunk and Dynatrace.
- Manages all ongoing CalSAWS infrastructure operations including: planning, reporting, performance monitoring, and Capacity Planning/sizing
- Manages and maintains all CalSAWS cloud-based environments and designs, implements, and monitors event management, monitors performance metrics for continuous improvement opportunities, and proactive problem management. Supports ongoing development and production environments, including security updates and defect resolution. Supervises twice-annual disaster recovery tests
- Operates CalSAWS in compliance with SLAs. Manages the creation of Root Cause Analysis (RCA) and implementation of process and technology improvements to improve stability
- Develops operations Deliverables on time. Updates Operational Working Documents (OWD) to reflect current maintenance processes
- Works with the Consortium to meet the timely request for and implementation of infrastructure (CalSAWS Hardware/CalSAWS Software) upgrades, hardware and software management, and rationalization reduction and ongoing cost optimization
- Serves as the Infrastructure Operations Manager ensuring the continuity of IT operations services including local area networks, wide area networks for CalSAWS

**Collaboration**

- Works with the Consortium, AWS and the QA vendor to resolve all CalSAWS issues related to ongoing CalSAWS operations and outages
- Collaborates with Consortium Section Directors and Managers in support of new initiatives and provides suggestions to continuously improve the CalSAWS technical business processes
- Collaborates with M&E initiative leads and application development teams to provide seamless service delivery, including continuity of infrastructure technology services

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Coaches and mentors 150 resources for career growth & professional development so teams have appropriate technical skills and are fit for CalSAWS Project culture
- Collaborates with Consortium to update and harden management processes to align with ITIL guidelines

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Ross Stores, Inc.	Contact Name: [REDACTED]
Project Name: Ross Technologies Support	Company Name: Ross Stores, Inc.
Time Period: September 1, 2012 – January 31, 2022	Phone Number: [REDACTED]
Percentage of Time: September 1, 2012 – February 28, 2021: 100% March 1, 2021 – January 31, 2022: 50%	Email: [REDACTED]
Staff Role: Multiple Roles – Infrastructure Operations Manager, Technology Delivery Lead, Client Service Delivery Lead (Operations)	

*Description of relevant experience:*

The Ross Technologies Support project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

- 1. Integrates with at least two applications, one of which is a COTS:** Oracle Warehouse Control Systems (WCS) integration with Oracle Retail Merchandising System (RMS), processing millions of transactions daily.
- 2. Interfaces with at least five external systems, at least one of which is real-time:** For the transportation systems, there is real-time integration with JDA Transportation Management, Merchandising (RMS), Planning (ARP, PLN), Forecasting (RDF), Supply Chain (RDM, TMS), Allocation (ACE), and hundreds of partners using Oracle Fusion Middleware (SOA).
- 3. Is accessed by at least 1,000 users at multiple locations:** The in-scope applications and infrastructure were used by more than 80,000 users across over 2,000 locations.
- 4. Has a contract value of at least \$10,000,000 dollars:** The solution contract value was greater than \$75,000,000 annually.
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The Ross Technologies Support project includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms.

In varied operations roles, Jeremy's responsibilities include:

**Project Scope**

- **Adhered to ITIL standards and framework for Service Operation processes: Event, Incident, Access, Problem and Facilities Management for Ross Technologies Support and operations.**

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Served as the Infrastructure Operations Manager leading the technology delivery Lead and client service delivery, supervising a team of 300 people based in the United States, India, and Philippines for Ross Technologies Support, which is a large and complex IT system
- Managed the implementation, on-going maintenance operations for the Azure hosted data lake for Business Intelligence and reporting services
- Managed operations and the optimization of AWS Connect solution to scale and handle the growing needs of the application, working closely in partnership with AWS to provide a reliable stable service to Ross Stores.
- Managed operations for JDA Transportation Management, a cloud-based application that integrated with transportation providers to support supply-chain and logistics operations
- Worked with client to meet the timely request for and implementation of infrastructure (hardware/software) upgrades:
- Migrated client from Cisco Call Center Solution to AWS Connect, receiving 250,000+ calls annually.
- Facilitated discussions on key decisions regarding efficient integration between AWS Connect solution and JDA workforce management
- Managed ongoing life cycle of 15,000 in-store Point of Sale (POS) systems
- Led journey for enterprise automation that resulted in reduction of IT support costs by more than 30% annually
- Managed the day-to-day activities of the Accenture Operations Staff leading an on-shore and offshore team who conducted batch operations and optimization, capacity planning, feature releases, and infrastructure support
- Transitioned application development projects from waterfall delivery methodology to Agile delivery methodology
- Implemented threat vulnerability program
- Developed and delivered operations deliverables on time
- Operated project in compliance with SLAs
- Served as the Infrastructure Operations Manager, Technology Delivery and Client Service Delivery Leader ensuring the continuity of on premise and cloud IT operations services for Ross Technologies Support including local, wide area network.
- Supported all LAN, WAN, mobile telephony, wireless, and conferencing systems including circuit provisioning, capacity planning, and vulnerability remediation
- Responsible for design and support for high availability cloud environments including maintenance of disaster recovery capability including facilitation of recurring exercises to validate ability to recover systems within RTO and RPO requirements.

**Collaboration**

- Collaborated with technical and application managers to provide seamless service delivery and continuity of infrastructure technology services, including the wide area network. Led program update and transformation of 1,500 sites to SD-WAN
- Collaborated with senior executives and technology teams to build an automated call center application for self-service password resets which reduced calls handled manually by 10,000 per month

**Total Duration of all Projects cited to meet the MQ:****10 years**

## 1.6 INFRASTRUCTURE SECURITY MANAGER STAFF QUALIFICATIONS

INFRASTRUCTURE SECURITY MANAGER			
PART 1 – RÉSUMÉ			
Contractor	Accenture LLP		
Candidate Name	Benjamin (Ben) Troglia		
Position in the Company	Technology Delivery Lead Associate Director	Length of Time in Position	1 year
Project Position & Responsibilities	Infrastructure Security Manager Project responsibilities will be as defined in RFP section 12.1.3.6.6.		
Skills & Qualifications for Project Position	<p>Ben delivers security services and validates compliance with industry standards and Privacy and Security Agreements. He defines and implements security policies, strategies, procedures, and configurations to confirm confidentiality, integrity, and availability of his clients' environments and data. He serves as the focal point for cybersecurity solutions for Salesforce, AWS security platforms, and identity and access management (IAM). Ben delivers cyberthreat intelligence, security assessment, and threat modeling solutions while providing insights using security tools including Akamai Web Application Security (WAF/DDOS), LogRhythm, Splunk, and Linux OS hardening. He has strong communication and collaboration skills to define and implement security architecture frameworks to protect environments. Ben responds promptly to security breaches and provides root cause analysis/mitigation plans to remedy situations.</p> <p><b>Qualifications:</b> Ben manages security solutions for large complex public services applications. He is a SME for security and regulator standards, including CIS, MARS-E 1.0/2.0, NIST 800-53, HIPAA, California Statewide Information Management Manual (SIMM), and California State Administrative Manual (SAM). Ben has 8.5 years of experience as a Security 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 <b>(MQ I-S21: Exceeds)</b>. For 8.5 of the past 10 years, he has served as a lead developing, implementing, improving, and monitoring industry standard Security strategies, solutions, and processes on projects involving large and complex IT systems and AWS cloud environments <b>(MQ I-S22: Exceeds)</b>. Ben has 8.5 years of experience applying Information Security principles, methods, and techniques in the development of Project security Deliverables on projects involving large and complex IT systems <b>(MQ I-S23: Exceeds)</b>. He has 8.5 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 <b>(MQ I-S24: Exceeds)</b>. Ben has six years of experience with systems that comply with the National Institute of Standards and Technology (NIST) 800-53 moderate baseline <b>(MQ I-S25: Exceeds)</b>. He additionally holds an (ISC)2 Certified Information Systems Security Professional (CISSP) certification and will maintain it for the duration of the contract <b>(MQ I-S26: Meets)</b>.</p>		
Relevant Experience (Add additional tables as needed)			

INFRASTRUCTURE SECURITY MANAGER					
Project Title	California Department of Public Health (CDPH), CalCONNECT				
Position Title	Security Manager				
Begin Date	06/2020	End Date	Ongoing	# of Months	31 total, 18 adjusted for project overlap
Scope and Description of Responsibility	<p><b>Scope:</b> Ben designs, builds, tests, and deploys security elements of the State's COVID-19 contact tracing and reporting program—a cloud-based solution using AWS and Salesforce cloud platforms.</p> <p><b>Responsibility:</b> Ben manages security strategies, solutions, and processes including access control, threat and vulnerability management, security information and event management (SIEM), IAM, incident response, compliance, application security, endpoint security, and network security. He conducts security assessments, penetration testing, vulnerability scans, and audits to identify potential weaknesses in the Information Security (IS) environment and works with Security teams to drive remediation efforts.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Ben used his experience managing large and complex public service systems to design a resilient solution to protect the State's web-based contact tracing program from unwanted attacks. He created a defense-in-depth approach to protect the program against attacks originating from anywhere in the world. Ben conducted vulnerability and penetration tests to identify advanced methods for exploiting vulnerabilities.</p> <p><b>Experience Attained:</b> Ben architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from vaccine hunters, Twitter bots, and malicious threat actors—protecting vaccines when supply was limited.</p>				
Project Title	California Department of Public Health (CDPH), Vaccine Management				
Position Title	Security Manager				
Begin Date	12/2020	End Date	Ongoing	# of Months	24 total, 11 adjusted for project overlap
Scope and Description of Responsibility	<p><b>Scope:</b> Ben leads a shared security team of 12 to design, build, test, and deploy the security elements of the State's cloud-based COVID-19 vaccine management solution, which uses AWS and Salesforce platforms.</p> <p><b>Responsibility:</b> Ben manages security strategies, solutions, and processes including access control, threat and vulnerability management, SIEM, IAM, incident response, compliance, application security, endpoint security, and network security. He conducts security assessments, penetration testing, vulnerability scans, and audits to identify potential weaknesses in the IS environment and works with Security teams to drive remediation efforts.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Ben used his experience managing large and complex public service systems to design a resilient solution to protect California's web-based Vaccine Management program from unwanted attacks. He created a defense-in-depth approach to protect against attacks from all over the world. Ben conducted vulnerability and penetration tests to identify advanced methods for attacking security features and infrastructure.</p> <p><b>Experience Attained:</b> Ben architected and deployed a complex bot management solution to protect California's COVID-19 vaccine registration from vaccine hunters, twitter bots, and malicious threat actors. The</p>				

INFRASTRUCTURE SECURITY MANAGER				
	bot management solution protected the available vaccines for California residents who needed access when vaccines were limited in supply. Ben also provided incident management, compliance, IAM, single sign-on, threat and vulnerability management, security information and event management, access control, insider threat, web application firewall, ethical hacking, identity verification, and endpoint security.			
Project Title	<b>The California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)</b>			
Position Title	Security Manager			
Begin Date	03/2014	End Date	05/2020	# of Months 75
Scope and Description of Responsibility	<p><b>Scope:</b> Ben designed and deployed network security infrastructure and solutions. He managed the threat and vulnerability processes and SIEM, performed security incident investigation and reporting, configured vendor firewalls, intrusion detection systems, and a remote virtual private network (VPN).</p> <p><b>Responsibility:</b> Ben defined and implemented security policies, strategies, procedures, and configurations to confirm confidentiality, integrity, and availability of the client's data and environment. He designed and conducted vulnerability and penetration tests to identify system and infrastructure vulnerabilities. Ben implemented, maintained, and enforced security and compliance standards, regulations, and policies.</p>			
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Ben assembled, configured, and ran vulnerability and strength tests for the Health Benefits Exchange infrastructure. He created automated and script-based attacks and tests using manual attack methods, known attack methods, and typical variations on those methods. He designed and conducted vulnerability and penetration tests to identify security and infrastructure vulnerabilities.</p> <p><b>Experience Attained:</b> Ben developed and deployed complex IAM solutions for self-service registration, user provisioning with approval workflows, application authentication, and single sign-on with enterprise credentials, serving 20,000 users, 10 million citizens, and 100,000 concurrent users, and met availability requirements of 98%. He led a security operations team that managed security devices and responded to events and incidents.</p>			
<b>Education (add rows as needed)</b>				
<b>Years</b>	<b>Course of Study</b>		<b>School</b>	
08/2004 – 06/2007	B.S., Computer Information Systems		University of the Pacific	
<b>Professional Certifications or Designations (add rows as needed)</b>				
<b>Certification or Designation</b>	<b>Organization</b>		<b>Dates</b>	
Certified Information Systems Security Professional (CISSP)	International Information System Security Certification Consortium (ISC) <sup>2</sup>		April 4, 2014 – April 30, 2023, Credential: 461611	
Project Management Professional (PMP)	Project Management Institute		03/2018 – 03/2024, Credential: 2179891	

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification I-S21	A minimum of three (3) years of experience as a Security Lead directly responsible for collaborating with application development teams, technical architects, and security policy experts to define and/or implement an integrated framework of solution security architecture.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: California Department of Public Health	Contact Name: [REDACTED]
Project Name: CalCONNECT	Company Name: CDPH
Time Period: (Month, Day, Year – Month, Day, Year) June 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: June 1, 2020 – December 13, 2020: 100% December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	Email: [REDACTED]
Staff Role: Security Manager	
<p><i>Description of relevant experience:</i></p> <p><b>As the Security Manager, Ben's accomplishments and responsibilities include:</b></p> <p><b>Solution development</b></p> <ul style="list-style-type: none"> <li>• Collaborates with Application Development teams, technical architects, the CDPH Security Operations Lead, and the CDPH Privacy Officer security policy experts to define and implement an integrated framework of security solution architecture that includes information security policies, strategies, procedures, and <b>configurations to promote confidentiality, integrity, and availability of the CalCONNECT environment and data</b></li> <li>• Led the design, development, and implementation of a DevSecOps solution for the CalCONNECT solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)</li> <li>• Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments</li> <li>• Identifies information security (IS) weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards</li> <li>• Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on</li> <li>• Developed and implemented the CalCONNECT project's plans and procedures for business continuity and security incident management</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Created, manages, and updates the CalCONNECT project's System Security Plan (SSP) that contains the project's security controls and procedures
- Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection
- Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from malicious threat actors

**Reporting**

- Maintains the IS strategy (forward-looking roadmap), aligning services to the strategy
- Monitors the threat landscape using cloud access service broker (CASB) and native AWS security monitoring functionality, and makes timely adjustments and/or recommendations to reduce risk
- Responds timely to security events/incidents and provides timely notification of incidents to the CDPH Security Operations Lead and the CDPH Privacy Officer of incidents, in accordance with requirements for security incident notification

**Compliance**

- Confirms delivery of information security services follows applicable standards and regulatory requirements (such as applicable NIST 800-53 controls) and is in accordance with the project's approved System Security Plan
- Conducts ongoing security awareness efforts for Accenture team members to confirm understanding and compliance with relevant IS obligations, customer security policies, supporting documentation, and procedures, including the completion of the required Salesforce development security training upon project onboarding/roll-on
- Created, updates, and manages the CalCONNECT project's plans and procedures for disaster recovery, and leads the execution of both partial and full recoveries of the myCAVax solution
- Implemented, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data:
  - Federal Information Processing Standard Publication 199
  - California Statewide Information Management Manual (SIMM)
  - California State Administrative Manual (SAM)
  - HIPAA regulatory standards
  - NIST 800-53: Security and Privacy Controls for Information Systems Organizations

<b>Project #2</b>	<b>Contact #2</b>
<i>Company Name:</i> California Department of Public Health	<i>Contact Name:</i> [REDACTED]
<i>Project Name:</i> Vaccine Management Program	<i>Company Name:</i> CDPH
<i>Time Period:</i> December 14, 2020 – January 4, 2023 (Ongoing)	<i>Phone Number:</i> [REDACTED]

## PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

Percentage of Time:

December 14, 2020 – September 6, 2022: 50%

September 7, 2022 – January 4, 2023 (Ongoing): 33%

Email: [REDACTED]

Staff Role: Security Manager

Description of relevant experience:

**As the Security Manager, Ben's accomplishments and responsibilities include:**

**Solution development**

- Collaborates with Application Development teams, technical architects, the CDPH Security Operations Lead, and the CDPH Privacy Officer **to define and implement an integrated framework of security solution architecture that includes information security policies, strategies, procedures, and configurations to promote confidentiality, integrity, and availability of the Vaccine Management Program environment and data**
- Led the design, development, and implementation of a DevSecOps solution for the Vaccine Management solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)
- Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Identifies information security weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards
- Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on
- Developed and implemented the Vaccine Management Program's plans and procedures for business continuity and security incident management
- Created, manages, and updates the Vaccine Management Program's System Security Plan that contains the project's security controls and procedures
- Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection
- Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from vaccine hunters, Twitter bots, and malicious threat actors to protect vaccines when supply was limited
- Maintains IS strategy (forward-looking roadmap), aligning services to the strategy
- Monitors the threat landscape using cloud access service broker (CASB) and native AWS security monitoring functionality, and makes timely adjustments and/or recommendations to reduce risk

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Responds timely to security events/incidents and provides timely notification of incidents to the CDPH Security Operations Lead and the CDPH Privacy Officer of incidents, in accordance with requirements for security incident notification

**Compliance**

- Confirms delivery of information security services follows applicable standards and regulatory requirements (such as applicable NIST 800-53 controls) and is in accordance with the project's approved System Security Plan
- Conducts ongoing security awareness efforts for Accenture team members to confirm understanding and compliance with relevant IS obligations, customer security policies, supporting documentation, and procedures, including the completion of the required Salesforce development security training upon project onboarding/roll-on
- Created, updates, and manages the Vaccine Management Program's plans and procedures for disaster recovery, and leads the execution of both partial and full recoveries of the CalCONNECT solution
- Implemented, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data:
  - Federal Information Processing Standard Publication 199
  - California Statewide Information Management Manual (SIMM)
  - California State Administrative Manual (SAM)
  - HIPAA regulatory standards
  - NIST 800-53: Security and Privacy Controls for Information Systems Organizations

Project #3	Contact #3
Company Name: <i>California Office of Systems Integration, Covered California</i>	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: CalHEERS
Time Period: March 1, 2014 – May 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Security Manager	
Description of relevant experience:	
<b>As the Security Manager, Ben's accomplishments and responsibilities included:</b> <b>Solution development</b> <ul style="list-style-type: none"> <li>• Collaborated with Application Development teams, technical architects, the Covered California Chief Information Security Officer (CISO), and the Covered California Security Architect on the CalHEERS project <b>to define and implement an integrated framework of security solution architecture</b></li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Built a comprehensive security program that aligned to standards from the Federal Information Security Management Act (FISMA), the National Institute of Standards and Technology (NIST) 800-37 Risk Management Framework and 800-53 System Security Plan controls, and IRS Safeguard Procedures
- Conducted information security risk assessment and privacy impact assessments annually
- Validated security controls and processes via annual security control reviews in accordance with the Centers for Medicare & Medicaid Services (CMS) Minimum Acceptable Risk Standards for Exchanges (MARS-E) standards, and reviewed results of reviews and recommendations with Covered California's CISO and Security Architect
- Managed and tracked security gaps identified during assessments and audits using the CalHEERS project's Plan of Action and Milestones (POA&M) process
- Developed and deployed complex identity and access management (IAM) solutions using the Oracle Identity and Access Management (IAM) platform for self-service registration, user provisioning, application authentication, and single sign-on with enterprise credentials
- Enabled the provisioning and secure management of more than 20,000 internal users, 10 million Californians, and 100,000 concurrent users and met availability requirements of 98 percent

**Reporting**

- Led a security team that managed security devices and responded to security events/incidents, including timely notification of incidents to the CISO and Security Architect in accordance with the CalHEERS project's requirements for security incident notification
- Conducted routine weekly scanning of servers using the project's Qualys solution to identify and rank vulnerabilities delivered in summary and detailed reports, so CalHEERS project leadership could prioritize remediation actions according to vulnerability threat and potential impact levels
- Designed and conducted vulnerability and penetration testing to identify and test methods for exploiting vulnerabilities to circumvent or defeat the security features of the system and supporting infrastructure and provide recommendations for remediation and mitigation to the Covered California CISO and Security Architect
- Supported the CalHEERS infrastructure, including assembling, configuring, and running various tests, such as manual and automated attack methods for penetration testing

**Compliance**

- Adhered to security compliance and privacy requirement standards, including the Centers for Medicare & Medicaid Services (CMS) Minimum Acceptable Risk Standards for Exchanges (MARS-E); Patient Protection and Affordable Care Act (PPACA); IRS Publication 1075 Tax Information Security Guidelines for Federal, State, and Local Agencies; and State of California privacy requirements
- Reviewed and maintained security measures, recommended actions, and implemented enhancements
- Created, updated, and managed the CalHEERS project's System Security Plan, technical design documents and operational manuals for security tools, security architecture diagrams, and security incident management procedures
- Managed the application security testing program, which included scans of application code via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"> <li>Collaborated with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments</li> <li>Created, updated, and managed the CalHEERS project's plans and procedures for disaster recovery and business continuity, and led the execution of restores for the CalHEERS system's data centers</li> </ul>	
<b>Total Duration of all Projects cited to meet the MQ:</b> <b>8 years, 8 months</b>	
Minimum Qualification I-S22	A minimum of three (3) years of lead experience within the past ten (10) years developing, implementing, improving and monitoring industry standard Security strategies, solutions, and processes on Projects involving large and complex IT systems and/or AWS cloud environment.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: California Department of Public Health	Contact Name: [REDACTED]
Project Name: CalCONNECT	Company Name: CDPH
Time Period: (Month, Day, Year – Month, Day, Year) June 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: June 1, 2020 – December 13, 2020: 100% December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	Email: [REDACTED]
Staff Role: Security Manager	
Description of relevant experience:  The CalCONNECT project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP: <ul style="list-style-type: none"> <li><b>Integrates with at least two applications, one of which is a COTS:</b> The CalCONNECT solution integrated with a COTS application (CalREDIE) using the MuleSoft Integration Platform. Integrations were also in place to connect AWS and Salesforce platforms: Amazon Connect (cloud-based call center), NICE IEX (workforce and workload management), and Salesforce for CRM/case management and analytics.</li> <li><b>Interfaces with at least five external systems, at least one of which is real-time:</b> The CalCONNECT solution integrated with the CalREDIE (Disease Surveillance System), CAIR2 (California Immunization Registry), Qualtrics (real time), San Francisco Health Department, and Los Angeles Health Department.</li> <li><b>Is accessed by at least 1,000 users at multiple locations:</b> The CalCONNECT contact tracing system solution was accessed by 26,000 users.</li> <li><b>Has a contract value of at least \$10,000,000:</b> The total contract value was \$212,000,000.</li> <li><b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalCONNECT solution features a customized front end to meet the specific needs of the Local Health Jurisdiction (LHJ) caseworkers and</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

agents, along with a customized user portal for schools and business. The multi-tiered platform integrates with multiple legacy systems through an enterprise service bus, using data from those systems for case processing as required.

**As the Security Manager, Ben's accomplishments and responsibilities include:****Solution development**

- **Develops, implements, improves, and monitors industry-standard security strategies, solutions, and processes on CalCONNECT's large, complex IT systems, including Salesforce and AWS**
- Collaborates with Application Development teams, technical architects, the CDPH Security Operations Lead, and the CDPH Privacy Officer to define and implement an integrated framework of security solution architecture
- Led the design, development, and implementation of a DevSecOps solution for the CalCONNECT solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)
- Identifies information security (IS) weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards
- Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on
- Developed and implemented the CalCONNECT project's plans and procedures for business continuity and security incident management
- Creates, manages, and updates the CalCONNECT project's System Security Plan (SSP) that contains the project's security controls and procedures
- Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection
- Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from malicious threat actors

**Reporting**

- Maintains IS strategy (forward-looking roadmap), aligning services to the strategy
- Monitors the threat landscape using cloud access service broker (CASB) and native AWS security monitoring functionality, and makes timely adjustments and/or recommendations to reduce risk
- Responds timely to security events/incidents and provides timely notification of incidents to the CDPH Security Operations Lead and the CDPH Privacy Officer of incidents, in accordance with requirements for security incident notification

**Compliance**

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Confirms delivery of information security services follows applicable standards and regulatory requirements (such as applicable NIST 800-53 controls) and is in accordance with the project's approved System Security Plan
- Conducts ongoing security awareness efforts for Accenture team members to confirm understanding and compliance with relevant IS obligations, customer security policies, supporting documentation, and procedures, including the completion of the required Salesforce development security training upon project onboarding/roll-on
- Created, updates, and manages the CalCONNECT project's plans and procedures for disaster recovery, and leads the execution of both partial and full recoveries of the myCAVax solution
- Implemented, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data:
  - Federal Information Processing Standard Publication 199
  - California Statewide Information Management Manual (SIMM)
  - California State Administrative Manual (SAM)
  - HIPAA regulatory standards
  - NIST 800-53: Security and Privacy Controls for Information Systems Organizations

Project #2	Contact #2
Company Name: California Department of Public Health	Contact Name: [REDACTED]
Project Name: Vaccine Management Program	Company Name: CDPH
Time Period: December 14, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	Email: [REDACTED]
Staff Role: Security Manager	
Description of relevant experience:	
<p>The Vaccine Management Program project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ul style="list-style-type: none"> <li>• <b>Integrates with at least two applications, one of which is a COTS:</b> The Vaccine Management solution integrates with MuleSoft, Salesforce AWS and DocuSign, all of which are COTS platforms.</li> <li>• <b>Interfaces with at least five external systems, at least one of which is real-time:</b> Through MuleSoft, Salesforce, AWS, and DocuSign platforms, the Vaccine Management solution integrated with the CDPH, California Department of Technology (CDT), California Governor's Office of Emergency Services (CalOES), local health jurisdictions (LHJ), Center for Disease Control (CDC), U.S. Food and Drug Administration (FDA)</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

through the Vaccine Adverse Event Reporting System (VAERS), California Department of Motor Vehicles (DMV), San Francisco Health Department, Los Angeles Health Department, educational institutions, clinics, and State and local government databases. The Vaccine Management solution used the Artificial Intelligence Plus (AIP+) platform of pre-integrated components—including a data lake, data warehouse, and processing tools as well as advanced analytical tools and artificial intelligence—that were hosted on the cloud with AWS. We used Salesforce Cloud to integrate public health and third-party data from various sources and feed it into the AIP+ platform in real time.

- **Is accessed by at least 1,000 users at multiple locations:** The Vaccine Management portal is accessed by 16,000 COVID-19 vaccine providers.
- **Has a contract value of at least \$10,000,000:** The total contract value was \$283,000,000.
- **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The Vaccine Management portal (for providers) included multi-tiered architecture including front-end applications optimized for various user interface platforms. The Vaccine Management Program end-to-end architecture includes: a public web front-end portal with eight language translations, a back-end data model with fuzzy match algorithms and immunization registry integration, a virtual assistant tool with process flows for the public to report issues, a security and integration to identity verification solution, and a staff remediation tool with AI-driven automation for data remediation.

**As the Security Manager, Ben's accomplishments and responsibilities include:**

**Solution development**

- **Develops, implements, improves, and monitors industry-standard security strategies, solutions, and processes on the Vaccine Management Program's large, complex IT systems, including Salesforce and AWS**
- Collaborates with Application Development teams, technical architects, the CDPH Security Operations Lead, and the CDPH Privacy Officer to define and implement an integrated framework of security solution architecture
- Led the design, development, and implementation of a DevSecOps solution for the Vaccine Management solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)
- Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Identifies information security weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards
- Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on
- Developed and implemented the Vaccine Management Program's plans and procedures for business continuity and security incident management
- Created, manages, and updates the Vaccine Management Program's System Security Plan that contains the project's security controls and procedures

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection
- Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from vaccine hunters, Twitter bots, and malicious threat actors to protect vaccines when supply was limited

**Reporting**

- Maintains IS strategy (forward-looking roadmap), aligning services to the strategy
- Monitors the threat landscape using cloud access service broker (CASB) and native AWS security monitoring functionality, and makes timely adjustments and/or recommendations to reduce risk
- Responds timely to security events/incidents and provides timely notification of incidents to the CDPH Security Operations Lead and the CDPH Privacy Officer of incidents, in accordance with requirements for security incident notification

**Compliance**

- Confirms delivery of information security services follows applicable standards and regulatory requirements (such as applicable NIST 800-53 controls) and is in accordance with the project's approved System Security Plan
- Conducts ongoing security awareness efforts for Accenture team members to confirm understanding and compliance with relevant IS obligations, customer security policies, supporting documentation, and procedures, including the completion of the required Salesforce development security training upon project onboarding/roll-onCreated, updates, and manages the Vaccine Management Program's plans and procedures for disaster recovery, and leads the execution of both partial and full recoveries of the CalCONNECT solution
- Implemented, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data:
  - Federal Information Processing Standard Publication 199
  - California Statewide Information Management Manual (SIMM)
  - California State Administrative Manual (SAM)
  - HIPAA regulatory standards
  - NIST 800-53: Security and Privacy Controls for Information Systems Organizations

<b>Project #3</b>	<b>Contact #3</b>
Company Name: <i>California Office of Systems Integration, Covered California</i>	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: CalHEERS
Time Period: March 1, 2014 – May 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]

## PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

Staff Role: Security Manager

*Description of relevant experience:*

The CalHEERS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

- **Integrates with at least two applications, one of which is a COTS:** The CalHEERS solution integrated with eight COTS applications, including Oracle and GetInsured, for healthcare eligibility, enrollment, and billing.
- **Interfaces with at least five external systems, at least one of which is real-time:** The CalHEERS solution integrated with the Department of Health Care Services MEDS system (real time), as well as the California Statewide Automated Welfare systems, including C-IV (consortium of 39 counties), LEADER Replacement System (LRS), Los Angeles County, and CalWIN (consortium of 18 counties). There were additional legacy systems interfaces to insurance carriers, and State and federal verification services and systems of organizations, such as Franchise Tax Board (FTB), Employment Development Department (EDD), and IRS.
- **Is accessed by at least 1,000 users at multiple locations:** The CalHEERS solution was accessed by 5.5 million users in multiple locations.
- **Has a contract value of at least \$10,000,000:** The total contract value was approximately \$1,090,000,000.
- **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The CalHEERS solution included a customer-facing user interface built on REACT that was optimized for a mobile and desktop experience. The solution included an application and data layer along with a rules engine and implemented micro-services to access various services across the solution.

**As the Security Manager, Ben's accomplishments and responsibilities included:**

### **Solution development**

- **Led the development, implementation, improvement, and ongoing monitoring of industry-standard security strategies, solutions, and processes using COTS applications, such as Oracle and GetInsured, on CalHEERS**
- Developed, implemented and managed the CalHEERS project's application security testing program, which included scans of application code in AWS-hosted development and test environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)
- Implemented, maintained and managed the security solutions for the CalHEERS project's archived data storage and development and test environments that were hosted in both the CalHEERS AWS cloud and on-premises data centers
- Conducted information security risk assessment and privacy impact assessments annually
- Validated security controls and processes via annual security control reviews in accordance with the Centers for Medicare & Medicaid Services (CMS) Minimum Acceptable Risk Standards for Exchanges (MARS-E) standards, and reviewed results of reviews and recommendations with Covered California's CISO and Security Architect
- Managed and tracked security gaps identified during assessments using the federal POA&M process
- Developed and deployed complex IAM solutions using the Oracle Identity and Access Management (IAM) platform for self-service registration, user provisioning, application authentication, and single sign-on with enterprise credentials

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Enabled the provisioning and secure management of more than 20,000 internal users, 10 million Californians, and 100,000 concurrent users, meeting availability requirements of 98 percent
- Reviewed and maintained security measures, recommended actions, and implemented enhancements
- Created, updated, and managed the CalHEERS project's System Security Plan, technical design documents and operational manuals for security tools, security architecture diagrams, and security incident management procedures
- Managed the application security testing program, which included scans of application code via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)

**Reporting**

- Led a security team that managed security devices and responded to security events/incidents, including timely notification of incidents to the CISO and Security Architect in accordance with the CalHEERS project's requirements for security incident notification
- Conducted routine weekly scanning of servers using the project's Qualys solution to identify and rank vulnerabilities delivered in summary and detailed reports, so CalHEERS project leadership could prioritize remediation actions according to vulnerability threat and potential impact levels
- Designed and conducted vulnerability and penetration testing to identify and test methods for exploiting vulnerabilities to circumvent or defeat the security features of the system and supporting infrastructure and provide recommendations for remediation and mitigation to the Covered California CISO and Security Architect
- Supported the CalHEERS infrastructure, including assembling, configuring, and running various tests, such as manual and automated attack methods for penetration testing
- Collaborated with a partner to manage a security team that managed security devices and responded to security events/incidents

**Compliance**

- Adhered to security compliance and privacy requirement standards, including the CMS MARS-E; PPACA; IRS Publication 1075 Tax Information Security Guidelines for Federal, State, and Local Agencies; and State of California privacy requirements
- Collaborated with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Created, updated, and managed the CalHEERS project's plans and procedures for disaster recovery and business continuity, and led the execution of restores for the CalHEERS system's data centers
- Implemented, maintained, and enforced the security and compliance standards, regulations, policies, and frameworks to protect PII, PHI, and FTI data:
- NIST 800-53: Security and Privacy Controls for Information Systems Organizations that confirms delivery of information security services follows applicable standards and regulatory requirements
- Federal Information Processing Standard Publication 199
- California Statewide Information Management Manual (SIMM)
- California State Administrative Manual (SAM)

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"> <li>MARS-E, Versions 1.0 and 2.0: Volume III: Catalog of Minimum Acceptable Risk Security and Privacy Controls for Exchanges</li> <li>HIPAA regulatory standards</li> <li>Built a comprehensive security program that aligned to standards from the FISMA and the NIST 800-37 Risk Management Framework</li> </ul>	
<b>Total Duration of all Projects cited to meet the MQ:</b>	<b>8 years, 8 months</b>
Minimum Qualification I-S23	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.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: California Department of Public Health	Contact Name: [REDACTED]
Project Name: CalCONNECT	Company Name: CDPH
Time Period: (Month, Day, Year – Month, Day, Year) June 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: June 1, 2020 – December 13, 2020: 100% December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	Email: [REDACTED]
Staff Role: Security Manager	
<p><i>Description of relevant experience:</i></p> <p>The CalCONNECT project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:</p> <ul style="list-style-type: none"> <li><b>Integrates with at least two applications, one of which is a COTS:</b> The CalCONNECT solution integrated with a COTS application (CalREDIE) using the MuleSoft Integration Platform. Integrations were also in place to connect AWS and Salesforce platforms: Amazon Connect (call center), NICE IEX (workforce and workload management), and Salesforce for CRM/case management and analytics.</li> <li><b>Interfaces with at least five external systems, at least one of which is real-time:</b> The CalCONNECT solution integrated with the CalREDIE (Disease Surveillance System), CAIR2 (California Immunization Registry), Qualtrics (real time), San Francisco Health Department, and Los Angeles Health Department.</li> <li><b>Is accessed by at least 1,000 users at multiple locations:</b> The CalCONNECT contact tracing system solution was accessed by 26,000 users.</li> <li><b>Has a contract value of at least \$10,000,000:</b> The total contract value was \$212,000,000.</li> <li><b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalCONNECT solution features a customized front end to meet the specific needs of the Local Health Jurisdiction (LHJ) caseworkers and</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

agents, along with a customized user portal for schools and business. The multi-tiered platform integrates with multiple legacy systems through an enterprise service bus, using data from those systems for case processing as required.

**As the Security Manager, Ben's accomplishments and responsibilities include:****Solution development**

- **Applies information security principles, methods, and techniques and leads the development**, management and execution **of project security deliverables, including CalCONNECT's** System Security Plan that contains the project's security controls and procedures, the Disaster Recovery Plan, Security Incident Response Management plan, Technical Design Documents and Operational Manuals for security tools, and Security Architecture Diagrams which are updated annually
- Led the design, development, and implementation of a DevSecOps solution for the CalCONNECT solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)
- Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Identifies information security (IS) weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards
- Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on
- Developed and implemented the CalCONNECT project's plans and procedures for business continuity and security incident management
- Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection
- Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Collaborates with client Development, Technical, and Security teams to define and implement information security policies, strategies, procedures, and configurations to confirm confidentiality, integrity, and availability of the client's environment and data
- Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from malicious threat actors

**Reporting**

- Maintains the IS strategy (forward-looking roadmap), aligning services to the strategy
- Monitors the threat landscape using cloud access service broker (CASB) and native AWS security monitoring functionality, and makes timely adjustments and/or recommendations to reduce risk
- Responds timely to security events/incidents and provides timely notification of incidents to the CDPH Security Operations Lead and the CDPH Privacy Officer of incidents, in accordance with requirements for security incident notification

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE****Compliance**

- Confirms delivery of information security services follows applicable standards and regulatory requirements (such as applicable NIST 800-53 controls) and is in accordance with the project's approved System Security Plan
- Conducts ongoing security awareness efforts for Accenture team members to confirm understanding and compliance with relevant IS obligations, customer security policies, supporting documentation, and procedures, including the completion of the required Salesforce development security training upon project onboarding/roll-on
- Created, updates, and manages the CalCONNECT project's Disaster Recovery Plan containing the procedures for disaster recovery, and leads the execution of both partial and full recoveries of the myCAvax solution
- Implements, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data:
  - Federal Information Processing Standard Publication 199
  - California Statewide Information Management Manual (SIMM)
  - California State Administrative Manual (SAM)
  - HIPAA regulatory standards
  - NIST 800-53: Security and Privacy Controls for Information Systems Organizations

<b>Project #2</b>	<b>Contact #2</b>
<i>Company Name:</i> California Department of Public Health	<i>Contact Name:</i> [REDACTED]
<i>Project Name:</i> Vaccine Management Program	<i>Company Name:</i> CDPH
<i>Time Period:</i> December 14, 2020 – January 4, 2023 (Ongoing)	<i>Phone Number:</i> [REDACTED]
<i>Percentage of Time:</i> December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	<i>Email:</i> [REDACTED]
<i>Staff Role:</i> Security Manager	
<i>Description of relevant experience:</i>  The Vaccine Management Program project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP: <ul style="list-style-type: none"> <li>• <b>Integrates with at least two applications, one of which is a COTS:</b> The Vaccine Management solution integrates with MuleSoft, Salesforce AWS and DocuSign, all of which are COTS platforms.</li> <li>• <b>Interfaces with at least five external systems, at least one of which is real-time:</b> Through MuleSoft, Salesforce, AWS, and DocuSign platforms, the Vaccine Management solution integrated with the CDPH, California Department of Technology (CDT), California Governor's Office of Emergency Services (CalOES), local health jurisdictions (LHJ), Center for Disease Control (CDC), U.S. Food and Drug Administration (FDA)</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

through the Vaccine Adverse Event Reporting System (VAERS), California Department of Motor Vehicles (DMV), San Francisco Health Department, Los Angeles Health Department, educational institutions, clinics, and State and local government databases. The Vaccine Management solution used our Artificial Intelligence Plus (AIP+) platform of pre-integrated components—including a lake, warehouse, and processing tools for data as well as advanced analytical tools and artificial intelligence—that were hosted on the cloud with AWS. We used Salesforce Cloud to integrate public health and third-party data from various sources and feed it into the AIP+ platform in real time.

- **Is accessed by at least 1,000 users at multiple locations:** The Vaccine Management portal is accessed by 16,000 COVID-19 vaccine providers.
- **Has a contract value of at least \$10,000,000:** The total contract value was \$283,000,000.
- **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The Vaccine Management portal (for providers) included multi-tiered architecture including front-end applications optimized for various user interface platforms. The Vaccine Management Program end-to-end architecture includes: a public web front-end portal with eight language translations, a back-end data model with fuzzy match algorithms and immunization registry integration, a virtual assistant tool with process flows for the public to report issues, a security and integration to identity verification solution, and a staff remediation tool with AI-driven automation for data remediation.

**As the Security Manager, Ben's accomplishments and responsibilities include:**

**Solution development**

- **Applies information security principles, methods, and techniques and leads the development of project security deliverables, including** the Vaccine Management Program's System Security Plan that contains the project's security controls and procedures, the Disaster Recovery Plan, Security Incident Response Management Plan, Technical Design Documents and Operational Manuals for security tools, and security architecture diagrams which are updated annually
- Led the design, development, and implementation of a DevSecOps solution for the Vaccine Management solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)
- Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Identifies information security weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards
- Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on
- Developed and implemented the Vaccine Management Program's plans and procedures for business continuity and security incident management
- Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from vaccine hunters, Twitter bots, and malicious threat actors to protect vaccines when supply was limited
- Collaborates with Application Development teams, technical architects, and the CDPH Security Operations Lead, and the CDPH Privacy Officer to define and implement an integrated framework of security solution architecture that includes information security policies, strategies, procedures, and configurations to promote confidentiality, integrity, and availability of the Vaccine Management Program environment and data

**Reporting**

- Maintains the IS strategy (forward-looking roadmap), aligning services to the strategy
- Monitors the threat landscape using cloud access service broker (CASB) and native AWS security monitoring functionality, and makes timely adjustments and/or recommendations to reduce risk
- Responds timely to security events/incidents and provides timely notification of incidents to the CDPH Security Operations Lead and the CDPH Privacy Officer of incidents, in accordance with requirements for security incident notification

**Compliance**

- Confirms delivery of information security services follows applicable standards and regulatory requirements (such as applicable NIST 800-53 controls) and is in accordance with the project's approved System Security Plan
- Conducts ongoing security awareness efforts for Accenture team members to confirm understanding and compliance with relevant IS obligations, customer security policies, supporting documentation, and procedures, including the completion of the required Salesforce development security training upon project onboarding/roll-on
- Created, updates, and manages the Vaccine Management Program's Disaster Recovery Plan containing procedures for disaster recovery, and leads the execution of both partial and full recoveries of the CalCONNECT solution
- Implemented, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data:
- Federal Information Processing Standard Publication 199
- California Statewide Information Management Manual (SIMM)
- California State Administrative Manual (SAM)
- HIPAA regulatory standards
- NIST 800-53: Security and Privacy Controls for Information Systems Organizations

Project #3	Contact #3
Company Name: <i>California Office of Systems Integration, Covered California</i>	Contact Name: <span style="background-color: black; color: black;">XXXXXXXXXX</span>
Project Name: CalHEERS	Company Name: CalHEERS

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
Time Period: March 1, 2014 – May 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Security Manager	
<p><i>Description of relevant experience:</i></p> <p>The CalHEERS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ul style="list-style-type: none"> <li>• <b>Integrates with at least two applications, one of which is a COTS:</b> The CalHEERS solution integrated with eight COTS applications, including Oracle and GetInsured, for healthcare eligibility, enrollment, and billing.</li> <li>• <b>Interfaces with at least five external systems, at least one of which is real-time:</b> The CalHEERS solution integrated with the Department of Health Care Services MEDS system (real time), as well as the California Statewide Automated Welfare systems, including C-IV (consortium of 39 counties), LEADER Replacement System (LRS), Los Angeles County, and CalWIN (consortium of 18 counties). There were additional legacy systems interfaces to insurance carriers, and State and federal verification services and systems of organizations, such as Franchise Tax Board (FTB), Employment Development Department (EDD), and IRS.</li> <li>• <b>Is accessed by at least 1,000 users at multiple locations:</b> The CalHEERS solution was accessed by 5.5 million users in multiple locations.</li> <li>• <b>Has a contract value of at least \$10,000,000:</b> The total contract value was approximately \$1,090,000,000.</li> <li>• <b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalHEERS solution included a customer-facing user interface built on REACT that was optimized for a mobile and desktop experience. The solution included an application and data layer along with a rules engine and implemented micro-services to access various services across the solution.</li> </ul> <p><b>As the Security Manager, Ben's accomplishments and responsibilities included:</b></p> <p><b>Solution development</b></p> <ul style="list-style-type: none"> <li>• <b>Applied information security principles, methods, and techniques and led the development of project security deliverables, including the CalHEERS System Security Plan</b> that contains the project's security controls and procedures, Security Risk Assessment, and Privacy Impact Assessment which were updated annually</li> <li>• Validated security controls and processes via annual security control reviews in accordance with the Centers for Medicare &amp; Medicaid Services (CMS) Minimum Acceptable Risk Standards for Exchanges (MARS-E) standards, and reviewed results of reviews and recommendations with Covered California's CISO and Security Architect</li> <li>• Led a security operations team that managed security devices and responded to security events/incidents</li> <li>• Managed and tracked security gaps identified during assessments and audits using the CalHEERS project's Plan of Action and Milestones (POA&amp;M) process</li> <li>• Developed and deployed complex IAM solutions using the Oracle Identity and Access Management (IAM) platform for self-service registration, user provisioning, application authentication, and single sign-on with enterprise credentials</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Enabled the provisioning and secure management of more than 20,000 internal users, 10 million Californians, and 100,000 concurrent users, and met availability requirements of 98 percent
- Reviewed and maintained security measures, recommended actions, and implemented enhancements
- Managed the application security testing program, which included scans of application code via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)

**Reporting**

- Led a security team that managed security devices and responded to security events/incidents, including timely notification of incidents to the CISO and Security Architect in accordance with the CalHEERS project's requirements for security incident notification
- Conducted routine weekly scanning of servers using the project's Qualys solution to identify and rank vulnerabilities delivered in summary and detailed reports, so CalHEERS project leadership could prioritize remediation actions according to vulnerability threat and potential impact levels
- Designed and conducted vulnerability and penetration testing to identify and test methods for exploiting vulnerabilities to circumvent or defeat the security features of the system and supporting infrastructure and provide recommendations for remediation and mitigation to the Covered California CISO and Security Architect
- Conducted the information security risk assessment and privacy impact assessment for the CalHEERS system
- Supported the CalHEERS infrastructure, including assembling, configuring, and running various tests, such as manual and automated attack methods and tests for penetration testing

**Compliance**

- Adhered to security compliance and privacy requirement standards, including the CMS MARS-E; PPACA; IRS Publication 1075 Tax Information Security Guidelines for Federal, State, and Local Agencies; and State of California privacy requirements
- Created, updated, and managed the CalHEERS project's System Security Plan, technical design documents and operational manuals for security tools, security architecture diagrams, and security incident management procedures
- Collaborated with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Created, updated, and managed the CalHEERS project's Disaster Recovery Plan containing the procedures for disaster recovery and business continuity, and led the execution of restores for the CalHEERS system's data centers
- Implemented, maintained, and enforced the security and compliance standards, regulations, policies, and frameworks to protect PII, PHI, and FTI data:
- NIST 800-53: Security and Privacy Controls for Information Systems Organizations that confirms delivery of information security services follows applicable standards and regulatory requirements
- Federal Information Processing Standard Publication 199
- California Statewide Information Management Manual (SIMM)

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"> <li>California State Administrative Manual (SAM)</li> <li>MARS-E, Versions 1.0 and 2.0: Volume III: Catalog of Minimum Acceptable Risk Security and Privacy Controls for Exchanges</li> <li>HIPAA regulatory standards</li> <li>IRS Publication 1075: Tax Information Security Guidelines for Federal, State, and Local Agencies (Safeguards for Protecting Federal Tax Information (FTI))</li> <li>Built a comprehensive security program that aligned to standards from the FISMA and the NIST 800-37 Risk Management Framework</li> </ul>	
<b>Total Duration of all Projects cited to meet the MQ:</b>	<b>8 years, 8 months</b>
Minimum Qualification I-S24	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.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: California Department of Public Health	Contact Name: [REDACTED]
Project Name: CalCONNECT	Company Name: CDPH
Time Period: (Month, Day, Year – Month, Day, Year) June 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: June 1, 2020 – December 13, 2020: 100% December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	Email: [REDACTED]
Staff Role: Security Manager	
Description of relevant experience:	
<p><b>As the Security Manager, Ben's accomplishments and responsibilities include:</b></p> <p><b>Solution development</b></p> <ul style="list-style-type: none"> <li><b>Assesses system data sensitivity using security categorizations while identifying and implementing the following security controls to protect PII and PHI:</b></li> <li>State Administrative Manual (SAM) sections 5300 – 5365.3 (06/2014)</li> <li>Statewide Information Management Manual (SIMM) section SIMM 5305-A (01/2018)</li> <li>Public Health Administrative Manual (PHAM) Privacy Act</li> <li>CDPH Information Systems Security Requirements for Projects (ISO/SR1)</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- NIST 800-111 Guide to Storage Encryption Technologies for End User Devices (11/2007)
- NIST 800-88 Guidelines for Media Sanitation (12/2014)
- NIST 800-71 Recommendation for Key Establishment Using Symmetric Block Ciphers (06/2018)
- NIST 800-39 Managing Information Security Risk (03/2011)
- NIST 800-30 Risk Management Guide for Information Technology Systems (09/2012)
- NIST 800-63-3 Electronic Authentication Guideline
- FIPS Pub 199 Standards for Security Categorization of Federal Information and Information Systems (02/2004)
- California Government Code sections 11019.9 and 11549.3 (2010)
- Information Privacy Act (Civil Code section 1798 et seq.)
- Public Records Act (California Gov. Code Section 6250 et seq.)
- Implements, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data:
  - Federal Information Processing Standard Publication 199
  - California Statewide Information Management Manual (SIMM)
  - California State Administrative Manual (SAM)
  - HIPAA regulatory standards
  - NIST 800-53: Security and Privacy Controls for Information Systems Organizations
- Collaborates with Application Development teams, technical architects, the CDPH Security Operations Lead, and the CDPH Privacy Officer to define and implement an integrated framework of security solution architecture that includes information security policies, strategies, procedures, and configurations to promote confidentiality, integrity, and availability of the CalCONNECT environment and data
- Led the design, development, and implementation of a DevSecOps solution for the CalCONNECT solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)
- Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Identifies information security (IS) weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards
- Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on
- Developed and implemented the CalCONNECT project's plans and procedures for business continuity and security incident management
- Created, manages, and updates the CalCONNECT project's System Security Plan (SSP) that contains the project's security controls and procedures

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection
- Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from malicious threat actors

**Reporting**

- Maintains the IS strategy (forward-looking roadmap), aligning services to the strategy
- Monitors the threat landscape using cloud access service broker (CASB) and native AWS security monitoring functionality, and makes timely adjustments and/or recommendations to reduce risk
- Responds timely to security events/incidents and provides timely notification of incidents to the CDPH Security Operations Lead and the CDPH Privacy Officer of incidents, in accordance with requirements for security incident notification

**Compliance**

- Confirms delivery of information security services follows applicable standards and regulatory requirements (such as applicable NIST 800-53 controls) and is in accordance with the project's approved System Security Plan
- Conducts ongoing security awareness efforts for Accenture team members to confirm understanding and compliance with relevant IS obligations, customer security policies, supporting documentation, and procedures, including the completion of the required Salesforce development security training upon project onboarding/roll-on
- Created, updates, and manages the CalCONNECT project's plans and procedures for disaster recovery, and leads the execution of both partial and full recoveries of the myCAVax solution

<b>Project #2</b>	<b>Contact #2</b>
Company Name: California Department of Public Health	Contact Name: [REDACTED]
Project Name: Vaccine Management Program	Company Name: CDPH
Time Period: December 14, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	Email: [REDACTED]
Staff Role: Security Manager	
Description of relevant experience:	
<b>As the Security Manager, Ben's accomplishments and responsibilities include:</b> <b>Solution development</b>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- **Assesses system data sensitivity using security categorizations while identifying and implementing the following security controls to protect PII and PHI:**
  - State Administrative Manual (SAM) sections 5300 – 5365.3 (06/2014)
  - Statewide Information Management Manual (SIMM) section SIMM 5305-A (01/2018)
  - Public Health Administrative Manual (PHAM) Privacy Act
  - CDPH Information Systems Security Requirements for Projects (ISO/SR1)
  - NIST 800-111 Guide to Storage Encryption Technologies for End User Devices (11/2007)
  - NIST 800-88 Guidelines for Media Sanitation (12/2014)
  - NIST 800-71 Recommendation for Key Establishment Using Symmetric Block Ciphers (06/2018)
  - NIST 800-39 Managing Information Security Risk (03/2011)
  - NIST 800-30 Risk Management Guide for Information Technology Systems (09/2012)
  - NIST 800-53 Security and Privacy Controls for Information Systems and Organizations
  - NIST 800-63 Electronic Authentication Guideline
  - FIPS Pub 199 Standards for Security Categorization of Federal Information and Information Systems (02/2004)
  - California Government Code sections 11019.9 and 11549.3 (2010)
  - Information Privacy Act (Civil Code section 1798 et seq.)
  - Public Records Act (California Gov. Code Section 6250 et seq.)
- Implements, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data:
  - Federal Information Processing Standard Publication 199
  - California Statewide Information Management Manual (SIMM)
  - California State Administrative Manual (SAM)
  - HIPAA regulatory standards
  - NIST 800-53: Security and Privacy Controls for Information Systems Organizations
- Collaborates with Application Development teams, technical architects, the CDPH Security Operations Lead, and the CDPH Privacy Officer to define and implement an integrated framework of security solution architecture that includes information security policies, strategies, procedures, and configurations to promote confidentiality, integrity, and availability of the Vaccine Management Program environment and data
- Led the design, development, and implementation of a DevSecOps solution for the Vaccine Management solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Identifies information security weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards
- Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on
- Developed and implemented the Vaccine Management Program's plans and procedures for business continuity and security incident management
- Created, manages, and updates the Vaccine Management Program's System Security Plan that contains the project's security controls and procedures
- Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection
- Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from vaccine hunters, Twitter bots, and malicious threat actors to protect vaccines when supply was limited

**Reporting**

- Maintains the IS strategy (forward-looking roadmap), aligning services to the strategy
- Monitors the threat landscape using cloud access service broker (CASB) and native AWS security monitoring functionality, and makes timely adjustments and/or recommendations to reduce risk
- Responds timely to security events/incidents and provides timely notification of incidents to the CDPH Security Operations Lead and the CDPH Privacy Officer of incidents, in accordance with requirements for security incident notification

**Compliance**

- Confirms delivery of information security services follows applicable standards and regulatory requirements (such as applicable NIST 800-53 controls) and is in accordance with the project's approved System Security Plan
- Conducts ongoing security awareness efforts for Accenture team members to confirm understanding and compliance with relevant IS obligations, customer security policies, supporting documentation, and procedures, including the completion of the required Salesforce development security training upon project onboarding/roll-on
- Created, updates, and manages the Vaccine Management Program's plans and procedures for disaster recovery, and leads the execution of both partial and full recoveries of the CalCONNECT solution

<b>Project #3</b>	<b>Contact #3</b>
Company Name: California Office of Systems Integration, Covered California	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: CalHEERS

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
Time Period: March 1, 2014 – May 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Security Manager	
<p><i>Description of relevant experience:</i></p> <p><b>As the Security Manager, Ben's accomplishments and responsibilities included:</b></p> <p><b>Solution development</b></p> <ul style="list-style-type: none"> <li>Assessed system data sensitivity using security categorizations while identifying and implementing the security controls to protect PII, PHI, and FTI data</li> <li><b>Implemented, maintained, and enforced the security and compliance standards, regulations, policies, and frameworks to protect PII, PHI, and FTI data:</b></li> <li>NIST 800-53: Security and Privacy Controls for Information Systems Organizations that confirms delivery of information security services follows applicable standards and regulatory requirements</li> <li>Federal Information Processing Standard Publication 199</li> <li>California Statewide Information Management Manual (SIMM)</li> <li>California State Administrative Manual (SAM)</li> <li>MARS-E, Versions 1.0 and 2.0: Volume III: Catalog of Minimum Acceptable Risk Security and Privacy Controls for Exchanges</li> <li>HIPAA regulatory standards</li> <li>IRS Publication 1075: Tax Information Security Guidelines for Federal, State, and Local Agencies (Safeguards for Protecting Federal Tax Information (FTI))</li> <li>Security compliance and privacy requirements for this project also factored in these standards: CMS MARS-E and ACA Patient Protection and Affordable Care Act</li> <li>Led a security operations team that managed security devices and responded to security events/incidents.</li> <li>Conducted information security risk assessment and privacy impact assessment for the CalHEERS system</li> <li>Validated security controls and processes via annual security control reviews in accordance with the Centers for Medicare &amp; Medicaid Services (CMS) Minimum Acceptable Risk Standards for Exchanges (MARS-E) standards, and reviewed results of reviews and recommendations with Covered California's CISO and Security Architect</li> <li>Managed and tracked security gaps identified during assessments and audits using the CalHEERS project's Plan of Action and Milestones (POA&amp;M) process</li> <li>Developed and deployed complex identity and access management (IAM) solutions using the Oracle Identity and Access Management (IAM) platform for self-service registration, user provisioning, application authentication, and single sign-on with enterprise credentials</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Enabled the provisioning and secure management of more than 20,000 internal users, 10 million Californians, and 100,000 concurrent users and met availability requirements of 98 percent
- Reviewed and maintained security measures, recommended actions, and implemented enhancements
- Created, updated, and managed the CalHEERS project's System Security Plan, technical design documents and operational manuals for security tools, security architecture diagrams, and security incident management procedures
- Managed the application security testing program, which included scans of application code via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)

**Reporting**

- Led a security team that managed security devices and responded to security events/incidents, including timely notification of incidents to the CISO and Security Architect in accordance with the CalHEERS project's requirements for security incident notification
- Conducted routine weekly scanning of servers using the project's Qualys solution to identify and rank vulnerabilities delivered in summary and detailed reports, so CalHEERS project leadership could prioritize remediation actions according to vulnerability threat and potential impact levels
- Designed and conducted vulnerability and penetration testing to identify and test methods for exploiting vulnerabilities to circumvent or defeat the security features of the system and supporting infrastructure and provide recommendations for remediation and mitigation to the Covered California CISO and Security Architect
- Supported the CalHEERS infrastructure, including assembling, configuring, and running various tests, such as manual and automated attack methods

**Compliance**

- Adhered to security compliance and privacy requirement standards, including the CMS MARS-E; PPACA; IRS Publication 1075 Tax Information Security Guidelines for Federal, State, and Local Agencies; and State of California privacy requirements
- Collaborated with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Created, updated, and managed the CalHEERS project's plans and procedures for disaster recovery and business continuity, and led the execution of restores for the CalHEERS system's data centers
- Built a comprehensive security program that aligned to standards from the FISMA, the NIST 800-37 Risk Management Framework and 800-53 System Security Plan (SSP) controls, and IRS Safeguard Procedures

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>8 years, 8 months</b>
Minimum Qualification I-S25	A minimum of three (3) years of experience with systems that comply with National Institute of Standards and Technology (NIST) 800-53 moderate baseline.	
<b>Project #1</b>		<b>Contact #1</b>

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
Company Name: California Office of Systems Integration, Covered California	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: CalHEERS
Time Period: (Month, Day, Year – Month, Day, Year) March 1, 2014 – May 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Security Manager	
Project #1	Contact #2
Company Name: Office of Systems Integration, Covered California	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: CalHEERS
Time Period: (Month, Day, Year – Month, Day, Year) March 1, 2014 – May 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Security Manager	
<p><i>Description of relevant experience:</i></p> <p><b>As the Security Manager, Ben's accomplishments and responsibilities included:</b></p> <p><b>Solution development</b></p> <ul style="list-style-type: none"> <li>• <b>Worked with the CalHEERS system, which complies with NIST 800-53 moderate baseline</b></li> <li>• Conducted an information security risk assessment and privacy impact assessments annually</li> <li>• Built a comprehensive security program that aligned to standards from the FISMA, the NIST 800-37 Risk Management Framework and 800-53 System Security Plan controls, and IRS Safeguard Procedures</li> <li>• Created, updated, and managed the CalHEERS project's System Security Plan, technical design documents and operational manuals for security tools, security architecture diagrams, and security incident management procedures</li> <li>• Validated security controls and processes via annual security control reviews in accordance with the Centers for Medicare &amp; Medicaid Services (CMS) Minimum Acceptable Risk Standards for Exchanges (MARS-E) standards, and reviewed results of reviews and recommendations with Covered California's CISO and Security Architect</li> <li>• Managed and tracked security gaps identified during assessments and audits using the CalHEERS project's Plan of Action and Milestones (POA&amp;M) process</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Led a security team that managed security devices and responded to security events/incidents, including timely notification of incidents to the CISO and Security Architect in accordance with the CalHEERS project's requirements for security incident notification
- Developed and deployed complex IAM solutions using the Oracle Identity and Access Management (IAM) platform for self-service registration, user provisioning, application authentication, and single sign-on with enterprise credentials
- Enabled the provisioning and secure management of more than 20,000 internal users, 10 million Californians, and 100,000 concurrent users and met availability requirements of 98 percent
- Reviewed and maintained security measures, recommended actions, and implemented enhancements
- Managed the application security testing program, which included scans of application code via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)

**Reporting**

- Conducted routine weekly scanning of servers using the project's Qualys solution to identify and rank vulnerabilities delivered in summary and detailed reports, so CalHEERS project leadership could prioritize remediation actions according to vulnerability threat and potential impact levels
- Designed and conducted vulnerability and penetration testing to identify and test methods for exploiting vulnerabilities to circumvent or defeat the security features of the system and supporting infrastructure and provide recommendations for remediation and mitigation to the Covered California CISO and Security Architect
- Supported the CalHEERS infrastructure, including assembling, configuring, and running various tests, such as manual and automated attack methods for penetration testing

**Compliance**

- Adhered to security compliance and privacy requirement standards, including the CMS MARS-E; PPACA; IRS Publication 1075 Tax Information Security Guidelines for Federal, State, and Local Agencies; and State of California privacy requirements
- Implemented, maintained, and enforced the security and compliance standards, regulations, policies, and frameworks to protect PII, PHI, and FTI data:
- NIST 800-53: Security and Privacy Controls for Information Systems Organizations that confirms delivery of information security services follows applicable standards and regulatory requirements
- Federal Information Processing Standard Publication 199
- California Statewide Information Management Manual (SIMM)
- California State Administrative Manual (SAM)
- MARS-E, Versions 1.0 and 2.0: Volume III: Catalog of Minimum Acceptable Risk Security and Privacy Controls for Exchanges
- HIPAA regulatory standards

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE				
• IRS Publication 1075: Tax Information Security Guidelines for Federal, State, and Local Agencies (Safeguards for Protecting Federal Tax Returns and Return Information)				
Total Duration of all Projects cited to meet the MQ:		6 years, 3 months		
Minimum Qualification I-S26	Hold and maintain for the duration of the contract an (ISC)2® Certified Information Systems Security Professional (CISSP) certification, or ISACA Certified Information Security Manager (CISM).			
Certification / Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link; if not available, attach a copy to the offer
(ISC)² Certified Information Systems Security Professional (CISSP)	461611	April 4, 2014	April 30, 2023 (will complete requisite training by May 1, 2023, to renew the certification for another three years)	<a href="https://www.isc2.org/MemberVerification">https://www.isc2.org/MemberVerification</a>

# International Information System Security Certification Consortium

The (ISC)<sup>2</sup> Board of Directors hereby awards

**Benjamin Vito Troglia**

the credential of

**Certified Information Systems Security Professional**

having met all of the certification requirements, which include the professional experience prerequisite, adoption of the (ISC)<sup>2</sup> Code of Ethics, and successful performance on the required competency examination, subject to recertification every three years, this individual is entitled to all of the rights and privileges associated with this designation, as defined in the (ISC)<sup>2</sup> Bylaws.



Zach Tudor - Chairperson



Yiannis Pavlosoglou - Secretary



461611

Certification Number

May 1, 2020 - Apr 30, 2023

Certification Cycle

Certified Since: 2014

(ISC)<sup>2</sup>

Verify Member is in good standing at: [www.isc2.org/verify](http://www.isc2.org/verify)

Printed On: 11/16/2022



THIS IS TO CERTIFY THAT

**Benjamin Vito Troglia**

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE  
IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND  
RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

**Project Management Professional (PMP)®**

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE

A handwritten signature in black ink, reading 'Jennifer Tharp'.

Jennifer Tharp | Chair, Board of Directors



A handwritten signature in black ink, reading 'Pierre Le Manh'.

Pierre Le Manh | President & CEO

PMP® Number: 2179891

PMP® Original Grant Date: 23 March 2018

PMP® Expiration Date: 23 March 2024



## 1.7 INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD STAFF QUALIFICATIONS

INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD					
PART 1 – RÉSUMÉ					
Contractor	Accenture LLP				
Candidate Name	Angela Stott				
Position in the Company	Service Management Manager & Service Delivery Manager	Length of Time in Position	18 years		
Project Position & Responsibilities	Infrastructure Operations Service Desk Lead Angela meets all the requirements as defined in RFP section 12.1.3.6.7.				
Skills & Qualifications for Project Position	<p><b>Skills:</b> Angela specializes in high-quality customer service. She has expert-level skills managing the daily activities of a Tier 1 and Tier 2 service desk for incidents that occur in non-production and production environments. She works with Tier 3 resolver groups to coordinate resolution of incidents requiring in-person service. Accustomed to training, coaching, and mentoring service desk specialists to enhance customer experience and accelerate incident resolution, Angela possesses strong documentation skills to audit current processes, collect customer feedback, and provide data and reporting of key performance indicators (KPIs) and service-level agreements (SLAs) and access trends. She has developed a mature ticket resolution and incident management process that improves the customer experience and has expertise in ServiceNow and interactive voice response (IVR) software. Angela has a comprehensive understanding of proprietary forecasting and budgeting tools, and she integrates operations management into her daily duties as the operations service desk manager.</p> <p><b>Qualifications:</b> Angela's service desk operations experience includes serving applications for commercial clients like Dana Incorporated (Dana) and Corteva as well as integrated eligibility system clients like Ohio Benefits and the Kansas Eligibility Enforcement System (KEES). She currently manages the San Antonio Delivery Center (SADC), the Service Desk team that will serve CalSAWS. She has 27 years of experience working/managing a service desk <b>(MQ I-S27: Exceeds)</b>, working in help desk environments that serve more than 2,500 end users <b>(MQ I-S28: Exceeds)</b>, and experience with the ServiceNow platform and tools <b>(MQ I-S29: Exceeds)</b>. Angela is certified in ITIL v3 Foundation. <b>(MQ I-S30: Meets)</b>.</p>				
Relevant Experience (Add additional tables as needed)					
Project Title	Dana Service Desk				
Position Title	Service Desk Management Lead				
Begin Date	02/2022	End Date	Ongoing	# of Months	11 total, 10 adjusted for project overlap

INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD					
Scope and Description of Responsibility	<p><b>Scope:</b> As the service desk management lead for Dana, Angela oversees Level 1 service desk support for the commercial client's U.S. and worldwide operations. She provides multi-channel support such as phone, chat, and portal. Under her guidance, the Dana Service Desk meets 100% of client SLAs and achieves a 92% user satisfaction score.</p> <p><b>Responsibility:</b> Angela manages 60 service desk professionals who support 29,000 end users. She is responsible for end-to-end management of the Dana Service Desk.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Angela brings solid ServiceNow and IVR software expertise to the Dana Service Desk. As an ITIL-certified professional, she incorporates service strategy, service design, service transition, service operations, and continual service improvement into Dana's service desk solutions.</p> <p><b>Experience Attained:</b> Within three months, Angela helped transition the Dana Service Desk to sites in Brazil, Romania, and Canada. The effort included transitioning 50 applications, onboarding 70 employees, and setting up the telephony system that included toll-free phone numbers for 32 countries using Amazon Connect. She helped create all-new training and run books while supporting nine languages through phone and chat. Additionally, Angela oversaw 55 service readiness test scenarios across two go-live cutover sessions.</p>				
Project Title	<b>Corteva Service Desk</b>				
Position Title	Service Desk Management Lead				
Begin Date	03/2021	End Date	Ongoing	# of Months	22 total, 4 adjusted for project overlap
Scope and Description of Responsibility	<p><b>Scope:</b> As the service desk management lead for Corteva, Angela oversees Level 1 service desk support for the commercial client's U.S. operations. She provides multi-channel support such as phone, chat, and portal.</p> <p><b>Responsibility:</b> Angela manages six service desk professionals who support 6,000 end users. She is responsible for end-to-end management of the service desk.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Angela brings solid ServiceNow and IVR software expertise to the Corteva Service Desk. As an ITIL-certified professional, she incorporates service strategy, service design, service transition, service operations, and continual service improvement into Corteva's service desk solutions.</p> <p><b>Experience Attained:</b> Working with Corteva, Angela helped stand up the telephony system using Amazon Connect, created training and runbooks, and established their chat functions on schedule.</p>				
Project Title	<b>Ohio Benefits Service Desk</b>				
Position Title	Service Desk Management Lead				
Begin Date	02/2019	End Date	Ongoing	# of Months	47 total, 16 adjusted for project overlap

INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD					
Scope and Description of Responsibility	<p>Scope: As the Service Desk Management Lead, Angela oversees Level 1 service desk support from the SADC for the Ohio Benefits Service Desk. She provides multi-channel support such as phone, email, and portal. Under her guidance, the SADC meets 100% of client SLAs.</p> <p>Responsibility: Angela manages 14 service desk professionals who are serving 3 million welfare recipients and 165,000 providers for Ohio Benefits. She is responsible for end-to-end management of the service desk.</p>				
Skills Utilized and Experience Attained	<p>Skills Utilized: Angela brings extensive ServiceNow and IVR software expertise to the Ohio Benefits Service Desk. As an ITIL-certified professional, she incorporates service strategy, service design, service transition, service operations, and continual service improvement into service desk solutions for Ohio Benefits.</p> <p>Experience Attained: Angela manages the staffing and operations of the Ohio Benefits Service Desk, consistently meeting and exceeding the client's SLAs. Her agents have achieved 76% first-call resolution (FCR) supporting 10,000 case workers.</p>				
Project Title	<b>Kansas Eligibility Enforcement System (KEES)</b>				
Position Title	Service Desk Management Lead				
Begin Date	02/2019	End Date	Ongoing	# of Months	47 total, 16 adjusted for project overlap
Scope and Description of Responsibility	<p>Scope: As the Service Desk Management Lead, Angela oversees Level 1 service desk support for KEES from the SADC. Her team provides multi-channel support and under her guidance, the SADC meets 100% of client SLAs.</p> <p>Responsibility: Angela manages five service desk professionals who support 700,000 welfare recipients use of the self service portal. She is responsible for end-to-end management of the service desk.</p>				
Skills Utilized and Experience Attained	<p>Skills Utilized: Angela brings extensive ServiceNow and IVR software expertise to the KEES Service Desk. As an ITIL-certified professional, she incorporates service strategy, service design, service transition, service operations, and continual service improvement into service desk solutions for KEES.</p> <p>Experience Attained: Angela manages the staffing and operations of the KEES Service Desk, successfully migrating the telephony system to Amazon Connect with enhanced reporting and statistics features.</p>				
Education (add rows as needed)					
Years	Course of Study	School			
8/1990–12/1994	B.S., Computer Science	Illinois Institute of Technology			
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization	Dates			
ITIL v3 Foundation	Examination Institute for Information Science (EXIN)	March 10, 2008, no expiration			

PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification I-S27	A minimum of two (2) years of experience within the past five (5) years working in a service desk/help desk.
Project #1	Contact #1
Company Name: Dana	Contact Name: [REDACTED]
Project Name: Dana Service Desk	Company Name: Dana
Time Period: February 14, 2022 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: February 14, 2022 – November 30, 2022: 100% December 1, 2022 – January 4, 2023 (Ongoing) : 50%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	
<p><i>Description of relevant experience:</i></p> <p><b>As the Service Desk Management Lead, Angela's responsibilities include:</b></p> <p><b>Service Desk Management</b></p> <ul style="list-style-type: none"> <li>• Leads 60 service desk professionals who resolve 53% of all inquiries on the first call and achieve a 92% user satisfaction score using ServiceNow, IVR, and client tools</li> <li>• Serves as client point of contact for daily service desk activities</li> <li>• Service Desk team supports an average contact volume of over 15,000 per month via the following channels: chat, phone, e-mail, and portal</li> <li>• Implemented solutions for myWizard integration with ServiceNow.</li> <li>• Leading the implementation of an automated password reset process for SAP and Active Directory using myWizard &amp; ServiceNow</li> <li>• Improved SLAs through 2022 with recent months meeting 100% of the client service levels (November 2022)</li> <li>• Develops and executes daily activities in the Dana Service Desk environment serving more than 29,000 end users</li> <li>• Monitors, manages, and reports on execution of deliverables including incidents that occur in non-production and production environments</li> <li>• Manages and coordinates urgent and complicated support issues</li> <li>• Acts as an escalation point for all requests and incidents</li> <li>• Oversees communications and client meetings</li> <li>• Runs strategic and tactical governance</li> <li>• Delivers quarterly progress to plan</li> </ul>	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Coordinates with Tier 3 contractors to resolve escalated incidents

**Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Dana Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Dana's requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Develops strategy for future improvements
- Participates in client account planning
- Applies knowledge of Dana opportunities for potential upgrades by collecting feedback to determine patterns and issues so that they can be resolved
- Ideates strategy to develop solution components for additional services

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Corteva	Contact Name: [REDACTED]
Project Name: Corteva Service Desk	Company Name: Corteva
Time Period: March 1, 2021 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: March 1, 2021 – February 13, 2022: 33% December 1, 2022 – January 4, 2023 (Ongoing): 17%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	
Description of relevant experience:	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

**As the Service Desk Management Lead, Angela's responsibilities include:**

**Service Desk Management**

- **Manages six service desk personnel as well as daily activities, issues, and procedures using ServiceNow, IVR, and client tools**
- **Leads operational productivity within the Coreiva Service Desk by verifying agents develop, maintain, and achieve quality and performance targets**
- **Service Desk team supports an average contact volume of over 573 per month via the following channels: phone and chat**
- **Met 97% average speed of answer SLA within 60 seconds for phone contacts in recent months (November 2022)**
- **Managed the testing for a newly implemented disaster response system in October 2022**
- Guides the resolution of sensitive customer issues
- Maintains a cross-team focus working with the Service Desk and Process Operations teams
- Establishes goals, objectives, and standard operating procedures
- Manages and coordinates urgent and complicated support issues
- Leads the communication, enablement, and rollout of new products, tools, and assets into the Service Desk team
- Oversees the customer support budget, which includes determining and obtaining required hardware and software
- Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team

**Issue Resolution**

- Manages phone/ticket escalation processes for Tier 1
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Corteva Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Corteva requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages Corteva Service Desk personnel and procedures
- Takes appropriate action to verify that service desk agents achieve and maintain quality and productivity performance targets

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and takes appropriate action to verify respect of scope and level of support services
- Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)

<b>Project #3</b>	<b>Contact #3</b>
Company Name: State of Ohio	Contact Name: [REDACTED]
Project Name: Ohio Benefits	Company Name: State of Ohio
Time Period: February 1, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: February 1, 2019 – February 28, 2021: 50% March 1, 2021 – February 13, 2022: 33% December 1, 2022 – January 4, 2023 (Ongoing): 17%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	
Description of relevant experience:  <b>As the Service Desk Management Lead, Angela's responsibilities include:</b> <b>Service Desk Management</b> <ul style="list-style-type: none"> <li>• <b>Manages 14 service desk personnel as well as daily activities, issues, and procedures using ServiceNow, IVR, and client tools for 10,000 case workers (end-users) who are serving 3 million welfare recipients and 165,000 providers for Ohio Benefits</b></li> <li>• <b>Manages Service Desk for the self service portal which is accessed by the Ohio state residents</b></li> <li>• <b>Leads operational productivity within the Ohio Benefits Service Desk for the last three-plus years by verifying agents develop, maintain, and achieve quality and performance targets</b></li> <li>• <b>Service Desk team supports an average ticket volume of 3,523 per month via the following channels: phone and e-mail</b></li> <li>• <b>Met 96% average speed of answer SLA within 30 seconds for phone contacts in recent months (November 2022)</b></li> <li>• <b>Implemented an automated process to ingest e-mails to ServiceNow reducing the workload of the Service Desk team</b></li> <li>• <b>Managed the migration of the legacy Cisco Finesse telephony system to Amazon Connect, improving metrics gathering and reporting</b></li> <li>• Guides the resolution of sensitive customer issues</li> <li>• Maintains a cross-team focus working with the Service Desk and Automation and Process Operations teams</li> <li>• Manages and coordinates urgent and complicated support issues</li> <li>• Establishes goals, objectives, and standard operating procedures</li> </ul>	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Leads the communication, enablement, and rollout of new products, tools, and assets into the Service Desk team
- Oversees the customer support budget, which includes determining and obtaining required hardware and software
- Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team

**Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Ohio Benefits Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Ohio Benefits requirements
- Verifies agents have integral knowledge of various technologies, functions, interfaces, and reporting solutions
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages Ohio Benefits Service Desk personnel and procedures
- Takes appropriate action to verify that service desk agents achieve and maintain quality and productivity performance targets
- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and takes appropriate action to verify respect of scope and level of support services
- Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)

<b>Project #4</b>	<b>Contact #4</b>
Company Name: State of Kansas Eligibility Enforcement System (KEES)	Contact Name: [REDACTED]
Project Name: KEES Service Desk	Company Name: Kansas Dept. of Health and Environment (KDHE)
Time Period: February 1, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time:	Email: [REDACTED]

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

February 1, 2019 – February 28, 2021: 50%  
 March 1, 2021– February 13, 2022: 33%  
 December 1, 2022 – January 4, 2023 (Ongoing): 16%

Staff Role: Service Desk Management Lead

*Description of relevant experience:*

**As the Service Desk Management Lead, Angela's responsibilities include:**

**Service Desk Management**

- **Manages five service desk personnel as well as activities, issues, and procedures using ServiceNow, IVR, and client tools for 700,000 welfare recipients use of the self-service portal**
- **Leads operational productivity within the KEES Service Desk for the last three-plus years by verifying agents develop, maintain, and achieve quality and performance targets**
- **Service Desk team supports an average ticket count of 1,831 per month via the following channels: phone and e-mail**
- **Met 95% average speed of answer SLA within 60 seconds for phone contacts in recent months (November 2022)**
- **Managed the migration of the legacy Cisco Finesse telephony system to Amazon Connect, improving metrics gathering and reporting**
- **Guides the resolution of sensitive customer issues**
- Maintains a cross-team focus working with the Service Desk and Process Operations teams
- Manages and coordinates urgent and complicated support issues
- Establishes goals, objectives, and standard operating procedures
- Leads the communication, enablement, and rollout of new products, tools, and assets into the KEES Service Desk team
- Oversees the customer support budget, which includes determining and obtaining required hardware and software
- Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team

**Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE****Training**

- Trains, coaches, and mentors KEES Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with KEES requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages KEES Service Desk personnel and procedures
- Takes appropriate action to verify that service desk agents achieve and maintain quality and productivity performance targets
- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and takes appropriate action to verify respect of scope and level of support services
- Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)

**Total Duration of all Projects cited to meet the MQ:****3 years 10 months**

Minimum Qualification I-S28	A minimum of two (2) years of experience within the past five (5) years working in a help desk environment serving over 2,500 end users.
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**Project #1****Contact #1**

Company Name: Dana

Contact Name: [REDACTED]

Project Name: Dana Service Desk

Company Name: Dana

Time Period: February 14, 2022 – January 4, 2023 (Ongoing)

Phone Number: [REDACTED]

Percentage of Time:

February 14, 2022 – November 30, 2022: 100%

Email: [REDACTED]

December 1, 2022 – January 4, 2023 (Ongoing): 50%

Staff Role: Service Desk Management Lead

*Description of relevant experience:***As the Service Desk Management Lead, Angela's responsibilities include:****Service Desk Management**

- Develops and executes daily activities in the Dana Service Desk environment serving more than 29,000 end users

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Leads 60 service desk professionals who resolve 53% of all inquiries on the first call and achieve a 92% user satisfaction score using ServiceNow, IVR, and client tools
- Serves as client point of contact for daily service desk activities
- Service Desk team supports an average contact volume of over 15,000 per month via the following channels: chat, phone, e-mail, and portal
- Implemented solutions for myWizard integration with ServiceNow.
- Leading the implementation of an automated password reset process for SAP and Active Directory using myWizard & ServiceNow
- Improved SLAs through 2022 with recent months meeting 100% of the client service levels (November 2022)
- Develops and executes daily activities in the Dana Service Desk environment serving more than 29,000 end users
- Monitors, manages, and reports on execution of deliverables including incidents that occur in non-production and production environments
- Manages and coordinates urgent and complicated support issues
- Acts as an escalation point for all requests and incidents
- Oversees communications and client meetings
- Runs strategic and tactical governance
- Delivers quarterly progress to plan
- Coordinates with Tier 3 contractors to resolve escalated incidents

**Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Dana Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Dana requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Develops strategy for future improvements

PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"> <li>• Participates in client account planning</li> <li>• Applies knowledge of Dana opportunities for potential upgrades</li> <li>• Ideates strategy to develop solution components for additional services</li> </ul>	
Project #2	Contact #2
Company Name: Corteva	Contact Name: [REDACTED]
Project Name: Corteva Service Desk	Company Name: Corteva
Time Period: March 1, 2021 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: March 1, 2021 – February 13, 2022: 33% December 1, 2022 – January 4, 2023 (Ongoing): 17%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	
<p><i>Description of relevant experience:</i></p> <p><b>As the Service Desk Management Lead, Angela's responsibilities include:</b></p> <p><b>Service Desk Management</b></p> <ul style="list-style-type: none"> <li>• <b>Manages six service desk personnel along with daily activities, issues, and procedures using ServiceNow, IVR, and client tools for 6,000 end users</b></li> <li>• Service Desk team supports an average contact volume of over 573 per month via the following channels: phone and chat</li> <li>• Met 97% average speed of answer SLA within 60 seconds for phone contacts in recent months (November 2022)</li> <li>• Managed the testing for a newly implemented disaster response system in October 2022</li> <li>• Leads operational productivity within the Corteva Service Desk by verifying agents develop, maintain, and achieve quality and performance targets</li> <li>• Guides the resolution of sensitive customer issues</li> <li>• Maintains a cross-team focus working with the Service Desk and Automation and Process Operations teams</li> <li>• Manages and coordinates urgent and complicated support issues</li> <li>• Establishes goals, objectives, and standard operating procedures</li> <li>• Leads the communication, enablement, and rollout of new products, tools and assets into the Service Desk team</li> <li>• Manages the customer support budget, which includes determining and obtaining required hardware and software</li> <li>• Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team</li> </ul>	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE****Issue Resolution**

- Manages phone/ticket escalation processes for Tier 1
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Corteva Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Corteva requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages Corteva Service Desk personnel and procedures
- Follows up with appropriate action to verify service desk agents achieve and maintain quality and productivity performance targets
- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and takes appropriate action to verify respect of scope and level of support services
- Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)

<b>Project #3</b>	<b>Contact #3</b>
Company Name: State of Ohio	Contact Name: [REDACTED]
Project Name: Ohio Benefits	Company Name: State of Ohio
Time Period: February 1, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: February 1, 2019 – February 28, 2021: 50% March 1, 2021 – February 13, 2022: 33% December 1, 2022 – January 4, 2023 (Ongoing): 17%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	
Description of relevant experience:	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

**As the Service Desk Management Lead, Angela's responsibilities include:**

**Service Desk Management**

- **Manages 14 service desk personnel as well as daily activities, issues, and procedures using ServiceNow, IVR, and client tools for 10,000 case workers (end users) who are serving 3 million welfare recipients and 165,000 providers for Ohio Benefits**
- Manages Service Desk for the self service portal which is accessed by the Ohio state residents
- Leads operational productivity within the Ohio Benefits Service Desk for the last three-plus years by verifying agents develop, maintain, and achieve quality and performance targets
- Service Desk team supports an average ticket volume of 3,523 per month via the following channels: phone and e-mail
- Met 96% average speed of answer SLA within 30 seconds for phone contacts in recent months (November 2022)
- Implemented an automated process to ingest e-mails to ServiceNow reducing the workload of the Service Desk team
- Managed the migration of the legacy Cisco Finesse telephony system to Amazon Connect, improving metrics gathering and reporting
- Guides the resolution of sensitive customer issues
- Maintains a cross-team focus working with the Service Desk and Automation and Process Operations teams
- Manages and coordinates urgent and complicated support issues
- Establishes goals, objectives, and standard operating procedures
- Leads the communication, enablement, and rollout of new products, tools, and assets into the Service Desk team
- Oversees the customer support budget, which includes determining and obtaining required hardware and software
- Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team

**Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Ohio Benefits Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Ohio Benefits requirements
- Verifies agents have integral knowledge of various technologies, functions, interfaces, and reporting solutions
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages Ohio Benefits Service Desk personnel and procedures
- Takes appropriate action to verify that service desk agents achieve and maintain quality and productivity performance targets
- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and takes appropriate action to verify respect of scope and level of support services
- Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)

<b>Project #4</b>	<b>Contact #4</b>
Company Name: State of Kansas Eligibility Enforcement System (KEES)	Contact Name: [REDACTED]
Project Name: KEES Service Desk	Company Name: Kansas Dept. of Health and Environment (KDHE)
Time Period: February 1, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: February 1, 2019 – February 28, 2021: 50% March 1, 2021 – February 13, 2022: 33% December 1, 2022 – January 4, 2023 (Ongoing): 16%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	
<p><i>Description of relevant experience:</i></p> <p><b>As the Service Desk Management Lead, Angela's responsibilities include:</b></p> <p><b>Service Desk Management</b></p> <ul style="list-style-type: none"> <li>• Manages five service desk personnel as well as activities, issues, and procedures using ServiceNow, IVR, and client tools for 700,000 welfare recipients use of the self-service portal</li> <li>• Leads operational productivity within the KEES Service Desk for the last three-plus years by verifying agents develop, maintain, and achieve quality and performance targets</li> <li>• Service Desk team supports an average ticket count of 1,831 per month via the following channels: phone and e-mail</li> <li>• Met 95% average speed of answer SLA within 60 seconds for phone contacts in recent months (November 2022)</li> <li>• Managed the migration of the legacy Cisco Finesse telephony system to Amazon Connect, improving metrics gathering and reporting</li> <li>• Guides the resolution of sensitive customer issues</li> </ul>	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Maintains a cross-team focus working with the Service Desk and Process Operations teams
- Manages and coordinates urgent and complicated support issues
- Establishes goals, objectives, and standard operating procedures
- Leads the communication, enablement, and rollout of new products, tools, and assets into the Service Desk team
- Oversees the customer support budget, which includes determining and obtaining required hardware and software
- Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team

**Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors KEES Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with KEES requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages KEES Service Desk personnel and procedures
- Takes appropriate action to verify that service desk agents achieve and maintain quality and productivity performance targets
- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and takes appropriate action to verify respect of scope and level of support services
- Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>3 years 10 months</b>
<b>Minimum Qualification I-S29</b>	A minimum of two (2) years of experience within the past five (5) years with the ServiceNow platform and tools.	
<b>Project #1</b>	<b>Contact #1</b>	

PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE	
Company Name: Dana	Contact Name: Dawn Doak
Project Name: Dana Service Desk	Company Name: Dana Incorporated
Time Period: February 14, 2022 – January 4, 2023 (Ongoing)	Phone Number: 419-482-2034
Percentage of Time: February 14, 2022 – November 30, 2022: 100% December 1, 2022 – January 4, 2023 (Ongoing): 50%	Email: dawn.doak@dana.com
Staff Role: Service Desk Management Lead	
<p><i>Description of relevant experience:</i></p> <p><b>As the Service Desk Management Lead, Angela's accomplishments and responsibilities include:</b></p> <p><b>Service Desk Management</b></p> <ul style="list-style-type: none"> <li>• Leads 60 service desk professionals who resolve 53% of all inquiries on the first call and achieve a 92% user satisfaction score using ServiceNow, IVR, and client tools</li> <li>• Implements solutions for myWizard integration with ServiceNow</li> <li>• Enables ServiceNow tools to monitor a specific behavior in an individual or group, providing timely feedback so that performance could be enhanced</li> <li>• Performs preventive maintenance weekly to manage some business functions that require a request-type workflow where requests are approved, retained, assigned, and closed</li> <li>• Leading the implementation of an automated password reset process for SAP and Active Directory using myWizard &amp; ServiceNow</li> <li>• Service Desk team supports an average contact volume of over 15,000 per month via the following channels: chat, phone, e-mail, and portal</li> <li>• Improved SLAs through 2022 with recent months meeting 100% of the client service levels (November 2022)</li> <li>• As an ITIL-certified professional, understands how to incorporate service strategy, service design, service transition, service operations, and continual service improvement in Dana Service Desk solutions</li> <li>• Manages and coordinates urgent and complicated support issues</li> <li>• Develops and executes daily activities related to end-to-end service desk management</li> <li>• Monitors, manages, and reports on execution of deliverables</li> <li>• Oversees communications and client meetings</li> <li>• Runs strategic and tactical governance</li> <li>• Delivers quarterly progress to plan</li> </ul>	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE****Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Dana Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Dana requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Develops strategy for future improvements
- Participates in client account planning
- Applies knowledge of Dana opportunities for potential upgrades
- Ideates strategy to develop solution components for additional services

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Corteva	Contact Name: [REDACTED]
Project Name: Corteva Service Desk	Company Name: Corteva
Time Period: March 1, 2021– January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: March 1, 2021– February 13, 2022: 33% December 1, 2022 – January 4, 2023 (Ongoing): 17%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	
<p><i>Description of relevant experience:</i></p> <p><b>As the Service Desk Management Lead, Angela's accomplishments and responsibilities include:</b></p> <p><b>Service Desk Management</b></p>	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- **Manages six service desk personnel along with activities, issues, and procedures using ServiceNow, IVR, and client tools**
- **Enables ServiceNow tools to monitor a specific behavior in an individual or group, providing timely feedback so that performance could be enhanced**
- Service Desk team supports an average contact volume of over 573 per month via the following channels: phone and chat
- Met 97% average speed of answer SLA within 60 seconds for phone contacts in recent months (November 2022)
- Managed the testing for a newly implemented disaster response system in October 2022
- Performs preventive maintenance weekly to manage some business functions that require a request-type workflow where requests are approved, retained, assigned, and closed
- As an ITIL-certified professional, understands how to use service strategy, service design, service transition, service operations, and continual service improvement
- Leads operational productivity within the Corteva Service Desk by verifying that service desk agents develop, maintain, and achieve quality and performance targets
- Guides the resolution of sensitive customer issues
- Maintains a cross-team focus working with the Service Desk and Process Operations teams
- Manages and coordinates urgent and complicated support issues
- Establishes goals, objectives, and standard operating procedures
- Manages multiple large, complex concurrent projects using standard project management techniques
- Leads the communication, enablement, and rollout of new products, tools, and assets into the Service Desk team
- Oversees the customer support budget, which includes determining and obtaining required hardware and software
- Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team

**Issue Resolution**

- Manages phone/ticket escalation processes for Tier 1
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Corteva Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Corteva requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages Corteva Service Desk personnel and procedures and takes appropriate action to verify that agents achieve and maintain quality and productivity performance targets
- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and take appropriate action to verify respect of scope and level of support services
- Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)

<b>Project #3</b>	<b>Contact #3</b>
Company Name: State of Ohio	Contact Name: [REDACTED]
Project Name: Ohio Benefits	Company Name: State of Ohio
Time Period: February 1, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: February 1, 2019 – February 28, 2021: 50% March 1, 2021 – February 13, 2022: 33% December 1, 2022 – January 4, 2023 (Ongoing): 17%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	

*Description of relevant experience:*

**As the Service Desk Management Lead, Angela's responsibilities include:**

**Service Desk Management**

- **Manages 14 service desk personnel as well as daily activities, issues, and procedures using ServiceNow, IVR, and client tools**
- **Enables ServiceNow tools to monitor a specific behavior in an individual or group, providing timely feedback so that performance could be enhanced**
- **Implemented an automated process to ingest e-mails to ServiceNow reducing the workload of the Service Desk team**
- Performs preventive maintenance weekly to manage some business functions that require a request-type workflow where requests are approved, retained, assigned, and closed
- Manages Service Desk for the self service portal which is accessed by the Ohio state residents
- Leads operational productivity within the Ohio Benefits Service Desk for the last three-plus years by verifying agents develop, maintain, and achieve quality and performance targets

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Service Desk team supports an average ticket volume of 3,523 per month via the following channels: phone and e-mail
- Met 96% average speed of answer SLA within 30 seconds for phone contacts in recent months (November 2022)
- Managed the migration of the legacy Cisco Finesse telephony system to Amazon Connect, improving metrics gathering and reporting
- Guides the resolution of sensitive customer issues
- Maintains a cross-team focus working with the Service Desk and Automation and Process Operations teams
- Manages and coordinates urgent and complicated support issues
- Establishes goals, objectives, and standard operating procedures
- Leads the communication, enablement, and rollout of new products, tools, and assets into the Service Desk team
- Oversees the customer support budget, which includes determining and obtaining required hardware and software
- Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team

**Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Ohio Benefits Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Ohio Benefits requirements
- Verifies agents have integral knowledge of various technologies, functions, interfaces, and reporting solutions
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages Ohio Benefits Service Desk personnel and procedures
- Takes appropriate action to verify that service desk agents achieve and maintain quality and productivity performance targets
- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and takes appropriate action to verify respect of scope and level of support services

PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"> <li>Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)</li> </ul>	
<b>Project #4</b>	<b>Contact #4</b>
Company Name: State of Kansas Eligibility Enforcement System (KEES)	Contact Name: [REDACTED]
Project Name: KEES Service Desk	Company Name: Kansas Dept. of Health and Environment (KDHE)
Time Period: February 1, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: February 1, 2019 – February 28, 2021: 50% March 1, 2021– February 13, 2022: 33% December 1, 2022 – January 4, 2023 (Ongoing): 16%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	
<i>Description of relevant experience:</i>  <b>As the Service Desk Management Lead, Angela's responsibilities include:</b> <b>Service Desk Management</b> <ul style="list-style-type: none"> <li><b>Manages five service desk personnel as well as activities, issues, and procedures using ServiceNow, IVR, and client tools for 700,000 welfare recipients use of the self-service portal</b></li> <li><b>Enables ServiceNow tools to monitor a specific behavior in an individual or group, providing timely feedback so that performance could be enhanced</b></li> <li>Service Desk team supports an average ticket count of 1,831 per month via the following channels: phone and e-mail</li> <li>Met 95% average speed of answer SLA within 60 seconds for phone contacts in recent months (November 2022)</li> <li>Managed the migration of the legacy Cisco Finesse telephony system to Amazon Connect, improving metrics gathering and reporting</li> <li>Performs preventive maintenance weekly to manage some business functions that require a request-type workflow where requests are approved, retained, assigned, and closed</li> <li>Leads operational productivity within the KEES Service Desk for nearly four years by verifying agents develop, maintain, and achieve quality and performance targets</li> <li>Guides the resolution of sensitive customer issues</li> <li>Maintains a cross-team focus working with the Service Desk and Process Operations teams</li> <li>Manages and coordinates urgent and complicated support issues</li> <li>Establishes goals, objectives, and standard operating procedures</li> <li>Leads the communication, enablement, and rollout of new products, tools, and assets into the Service Desk team</li> </ul>	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Oversees the customer support budget, which includes determining and obtaining required hardware and software
- Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team

**Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors KEES Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with KEES requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages KEES Service Desk personnel and procedures
- Takes appropriate action to verify that service desk agents achieve and maintain quality and productivity performance targets
- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and takes appropriate action to verify respect of scope and level of support services
- Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)

Total Duration of all Projects cited to meet the MQ:		3 years 10 months		
Minimum Qualification I-S30	Hold and maintain for the duration of the contract an ITIL certification.			
Certification / Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link; if not available, attach a copy to the offer
ITIL v3 Foundation	00009606	March 10, 2008	N/A	Copy of certification is included at the end of this section (Section 1.7).



## 1.8 AWS MANAGER STAFF QUALIFICATIONS

INFRASTRUCTURE AWS MANAGER				
PART 1 – RÉSUMÉ				
Contractor	Accenture LLP			
Candidate Name	Eric Hill			
Position in the Company	Associate Director	Length of Time in Position	4 years	
Project Position & Responsibilities	Infrastructure AWS Manager Eric meets all the requirements as defined in RFP section 12.1.3.6.8			
Skills & Qualifications for Project Position	<p><b>Skills:</b> Eric has achieved master-level proficiency in AWS Administration, AWS Architecture, AWS CloudFront, AWS Core Infrastructure, AWS Elastic Compute Cloud (EC2), AWS Lambda, and AWS Simple Storage Service (S3). He is at expert-level in other relevant AWS skills including AWS CloudFormation, AWS Kinesis, AWS Lambda Administration, AWS Relational Database Service (RDS), AWS Workspace, and AWS Security. Outside AWS, he is skilled in capacity planning, performance testing/monitoring, application architecture estimation, Oracle databases, PostgreSQL, quality assurance, functional designing, DevOps, and cloud security. Eric is a leader who collaborates, communicates, and solves problems. Eric is experienced in migrating web applications from on-premises environments to the AWS cloud. Eric managed the migration of all internal Takeda applications into an AWS cloud environment configured by the solution's landing zone – a scalable, secure, multi-account AWS environment the from which all applications are launched and deployed.</p> <p><b>Qualifications:</b> Eric has more than 20 years of extensive experience in designing, building, and implementing enterprise-wide technology solutions, with 16 years specializing in cloud technologies. He holds several professional AWS certifications and has provided cloud solutions expertise to clients in every industry, including several clients in the public sector. Eric has three years and nine months of experience managing and maintaining cloud-computing on a large complex IT system (<b>MQ I-S31: Exceeds</b>) and working as an AWS Solution Architect (<b>MQ I-S32: Exceeds</b>). He has two years of experience in application integration within an AWS cloud hosted application (<b>MQ I-S33: Exceeds</b>) and he has experience migrating one web application from an on-premises environment to the AWS cloud (<b>MQ I-S34: Meets</b>).</p>			
Relevant Experience (Add additional tables as needed)				
Project Title	Takeda			
Position Title	Principal AWS Architect Manager (Infrastructure)			
Begin Date	06/2022	End Date	Ongoing	# of Months 7

INFRASTRUCTURE AWS MANAGER					
Scope and Description of Responsibility	<p><b>Scope:</b> The scope was the design, implementation, and knowledge exchange using HashiCorp Terraform Enterprise Server into the client's existing AWS landscape. The solution considers the client's current and future needs and integrates with other tools such as HashiCorp Vault.</p> <p><b>Responsibility:</b> Eric's responsibilities include designing, implementing, and documenting landing zones for the client's application migration. He manages a team of 16 personnel.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Eric used his skills in security, capacity planning, collaboration, communication, innovation, performance testing, and performance monitoring to design, implement, and transfer knowledge of the HashiCorp Terraform Enterprise Server into Takeda's existing AWS landscape. His skills in AWS Administration, AWS Architecture, AWS CloudFront, AWS Core Infrastructure, AWS EC2, AWS Lambda, and AWS S3 and his expert-level skills in AWS CloudFormation, AWS Kinesis, AWS Lambda Administration, AWS Relational Database Service (RDS), AWS Workspace, and AWS Security supported a quality transfer to the AWS landscape.</p> <p><b>Experience Attained:</b> Eric gained further experience in creating landing zones and migrating applications into AWS environments. He made sure the infrastructure was future-proofed and supported applications. His work led to a six-month extension contract to use the Terraform Enterprise as the launch point for the entire AWS landing zone. Eric leads a team of 16 to build out this AWS landing zone.</p>				
Project Title	Lululemon				
Position Title	Lead AWS and Vault Infrastructure Architect Manager (Equivalent to Infrastructure AWS Manager)				
Begin Date	09/2020	End Date	03/2021	# of Months	6
Scope and Description of Responsibility	<p><b>Scope:</b> The scope of the project was to design and implement a new HashiCorp Vault environment and migrate data to the new environment.</p> <p><b>Responsibility:</b> Eric's led the team that designed and implemented a new Vault environment, migrating data and workloads to the new environment and he collaborated with application teams.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Eric led a team that deployed this multi-regional installation of the new Vault environment. He facilitated the data migration from the previous, open source Vault environment. Eric performed tight integration with Application teams to migrate workloads onto the new environment. Finally, Eric designed and built an enterprise monitoring solution that promoted high availability for the solution. He used his skills in security, capacity planning, collaboration, communication, innovation, performance testing, and performance monitoring to implement and migrate data to a new Vault environment. Eric verified a quality migration by tapping into his master-level skills in AWS Administration, AWS Architecture, AWS CloudFront, AWS Core Infrastructure, AWS EC2, AWS Lambda, and AWS S3 and his expert-level skills in AWS CloudFormation, AWS Kinesis, AWS Lambda Administration, AWS Relational Database Service (RDS), AWS Workspace, and AWS Security.</p>				

INFRASTRUCTURE AWS MANAGER					
	<b>Experience Attained:</b> Eric gained experience in designing and implementing vault security solutions and mitigating enterprise security risk. He and his team migrated data from 700 applications into the new Vault environment.				
Project Title	TEQ Security Enablement				
Position Title	Technology Architect Manager (Equivalent to Infrastructure AWS Manager)				
Begin Date	10/2021	End Date	04/2022	# of Months	9
Scope and Description of Responsibility	<p><b>Scope:</b> This project involved a security analysis to identify existing Vault performance issues and the creation of a remediation plan.</p> <p><b>Responsibility:</b> Eric designed a remediation plan using security strategies and solutions to bridge the client's gaps and cloud security shortcomings.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Eric used his skills in AWS Administration, AWS Architecture, AWS CloudFront, AWS Core Infrastructure, AWS EC2 (Elastic Compute Cloud), AWS Lambda, AWS S3 (Simple Storage Service) and his expert-level skills in AWS CloudFormation, AWS Kinesis, AWS Lambda Administration, AWS Relational Database Service (RDS), AWS Workspace, and Amazon Web Services (AWS) Security to design and implement the solution. He also possesses invaluable skills outside of AWS including cloud security.</p> <p><b>Experience Attained:</b> Using his AWS and security architecture skills, Eric used the assessment results to build and manage a configuration of non-production environments in the cloud ecosystem. He monitored, scaled, and optimized cloud security resources—including computing power, database, storage, and content delivery services.</p>				
Education (add rows as needed)					
Years	Course of Study	School			
1994 – 1996	Electrical Engineering	Wichita State University			
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization	Dates			
AWS Certified Security–Specialty	Amazon Web Services	06/2022–06/2023 (all certifications will be renewed and maintained throughout the life of the contract)			
AWS Solutions Architect Professional	Amazon Web Services	11/2018 – 10/2024 (all certifications will be renewed and maintained throughout the life of the contract)			

PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification I-S31	A minimum of three (3) years of experience managing and maintaining cloud-computing on a large complex information technology (IT) system.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: Takeda	Contact Name: [REDACTED]
Project Name: Fuji	Company Name: Takeda
Time Period: June 1, 2022 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Principal AWS Architect Manager	
<p><i>Description of relevant experience:</i></p> <p>The Takeda project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The Takeda solution integrates with 10,000 applications. More than 1,000 applications were COTS including ServiceNow, Terraform Enterprise, and Plasma-Derived Therapies (PDT), an application that connects donation centers digitally, and AWS DMS, Amazon's database migration service.</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> The Takeda solution interfaces with 2,500 external systems, 2,000 of which are in real-time, including Call Center Call Processing</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The Takeda solution is accessed by 50,000 users at multiple locations in the United States and Japan.</li> <li><b>4. Has a contract value of at least \$10,000,000 dollars:</b> The contract value is greater than \$100 million. Contractual obligations prevent us from disclosing the final contract amount.</li> <li><b>5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The Takeda solution architecture has multiple Vault clusters that are internally multi-tiered, and many of the applications have two or three tiers. Behind the front-end, is the access control for multiple accounts and security services for multi-account authorizations, centralized identity and access management, and governance rules for security and compliance.</li> </ol> <p><b>As the Principal AWS Architect Manager, Eric's accomplishments and responsibilities include the following:</b></p> <p><b>Project Scope</b></p> <ul style="list-style-type: none"> <li><b>Serves as the Principal AWS Architect Manager for the Takeda Fuji project, where he manages and maintains cloud computing on a large complex IT system</b></li> <li><b>Manages the planning, design and implementation of an entire landing zone to support Takeda company-wide and the migration of the existing solution to the new landing zone</b></li> </ul>	

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Manages a team of 16 personnel
  - **Onboarded and trained a team of specialists to operate concurrently with client personnel to complete the build and migration**
  - **Created a flexible target state architecture for the entire AWS campus**
  - **Defined a migration strategy that allowed the movement of over 400 AWS accounts to the new architecture rather than forcing a greenfield migration**
  - Manages the designs and implementation of HashiCorp Terraform Enterprise Server, infrastructure as code (IaC), into the client's existing AWS landscape to streamline provisioning
  - Documents solutions to make sure the Takeda team could operate solution after Accenture's departure
  - Creates landing zones and migrates applications into AWS environments
  - Future-proofs infrastructure and supported applications
  - Prepares initial estimates and budgets for security solution design, implementation, and maintenance
  - Builds and manages the configuration of production and non-production environments in the cloud security ecosystem
  - Configures, scales, and optimizes the security system to handle the associated workloads
  - Monitors, scales, and optimizes code to promote efficient execution across all target-state environments
  - Prepares estimates and budgets for a long-term AWS security strategy
  - Prepares level of effort (LOE) and impact estimates for change requests and releases for the security system, incorporating them into forecasts and budgets
  - Monitors cloud services, networks, and security to achieve high availability and responsiveness
- Collaboration**
- Works across several client teams to understand requirements and design future-state solution
  - Tracks overall security performance and shares this data with the client's Infosec teams
  - Presents readiness status and issues to project sponsors and stakeholders
- Quality**
- Manages project issues and risks, mitigating impact to delivery and baseline
  - Provides functional expertise and knowledge in the security solution design
- Documentation**
- Creates functional and technical documentation for the security solution and shares with the client's Infosec teams
  - Creates detailed change management and adoption documentation and shares with the client's Infosec teams to make sure client personnel were well equipped to run the solution

Project #2	Contact #2
Company Name: Lululemon	Contact Name: [REDACTED]

PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE	
Project Name: Terraform Enterprise Implementation	Company Name: Lululemon
Time Period: September 1, 2020 – March 1, 2021	Phone Number: [REDACTED]
Percentage of Time: 80%	Email: [REDACTED]
Staff Role: AWS and Vault Infrastructure Architect Manager (Equivalent to Infrastructure AWS Manager)	
<p>Description of relevant experience:</p> <p>The Lululemon project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The Lululemon solution integrates with 2,500 applications, 300 of which are COTS.</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> The Lululemon solution interfaces with 300 external systems, including a credentials database, retail order management, and several thousand operations applications that work real-time with three AWS Vault clusters for database connectivity, user identity and access management, and platform authentication.</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The Lululemon solution is accessed by at least 50,000 users at multiple locations.</li> <li><b>4. Has a contract value of at least \$10,000,000 dollars:</b> The contract value is greater than \$25 million. Contractual obligations prevent us from disclosing the final contract amount.</li> <li><b>5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The Lululemon solution includes AWS Vault; optimized for multiple user interface platforms. AWS Vault uses three clusters to safeguard the Lululemon cloud infrastructure. Each of the multiple Vault clusters are internally multi-tiered, and many of the applications have two or three tiers. On the front-end, which uses multi-tiered processing, AWS Vault is accessed by thousands of users including developers and employees using internal services, and by retail consumers using mobile applications and websites. The AWS Vault back-end processes or rejects tokens, passwords, certificates, and encryption keys through a gateway, secrets manager, and credentials database for each system user account attempting to access Lululemon operations platforms and applications. These exchanges occur in real time.</li> </ol> <p>As the Lead Architect Manager, Eric's accomplishments and responsibilities included the following:</p> <p><b>Project Scope</b></p> <ul style="list-style-type: none"> <li>Served as the Lead Architect Manager for the Lululemon Terraform Enterprise Implementation project, where he managed and maintained cloud computing on a large complex IT system</li> <li>Led team to design and implement a new Vault environment, migrating data and workloads to the new environment</li> <li>Oversaw collaboration with Application teams</li> <li>Led a team that deployed the multiregional installation of the new Vault environment</li> <li>Led the creation of a target state architecture for the target Vault on AWS environment and facilitated migration of data from previous open-source Vault environment</li> </ul>	

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Performed tight integration with Application teams to migrate workloads onto the new environment
- Designed and built an enterprise monitoring solution that promoted high availability of the solution
- Migrated data from 700 applications into the new Vault environment
- Prepared initial estimates and budgets for solution design, implementation, and maintenance
- Built and managed the configuration of production and non-production environments in the cloud security ecosystem
- Configured, scaled, and optimized the security system to handle the associated workloads
- Monitored, scaled, and optimized code to support efficient execution across all target-state environments
- Prepared estimates and budgets for a long-term AWS security strategy
- Prepared LOE and impact estimates for change requests and releases for the security system, incorporating them into forecasts and budgets
- Monitored cloud services, networks, and security to achieve high availability and responsiveness

**Collaboration**

- Worked across several client teams to understand requirements and design future-state solution
- Tracked overall security performance and shared this data with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders
- Collaborated with the client with an urgent, high-priority security-related request; quickly pivoted the Accenture team to the new request and managed the successful implementation of a solution prior to the critical holiday season sales events

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design

**Documentation**

- Created functional and technical documentation for the security solution and shared with the client's Infosec teams
- Created detailed change management and adoption documentation and shared with the client's Infosec teams to verify client personnel were well equipped to run the solution

Project #3	Contact #3
Company Name: [REDACTED]	Contact Name: [REDACTED] [REDACTED] [REDACTED]
Project Name: TEQ Security Enablement	Company Name: [REDACTED]
Time Period: October 18, 2021 – April 30, 2022	Phone Number: [REDACTED]
Percentage of Time:	Email: [REDACTED]

PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE	
October 18, 2021 – December 31, 2021: 50%	
January 1, 2022 – April 30, 2022: 100%	
Staff Role: AWS Technology Architect Manager	
<p><i>Description of relevant experience:</i></p> <p>The TEQ Security Enablement project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:</p> <ul style="list-style-type: none"> <li>• <b>Integrates with at least two applications, one of which is a COTS:</b> The solution integrates with more than 500 applications. Two of these 500 applications—Oracle DB and PostgreSQL—are COTS.</li> <li>• <b>Interfaces with at least five external systems, at least one of which is real-time:</b> The solution interfaces with more than 5,000 external systems, including a credentials database, retail order management, and several thousand operations applications that work real-time with three AWS Vault clusters for database connectivity, user identity and access management, and platform authentication.</li> <li>• <b>Is accessed by at least 1,000 users at multiple locations:</b> The solution is accessed by an average of more than 35,000 daily users in more than 8,000 locations worldwide.</li> <li>• <b>Has a contract value of at least \$10,000,000 dollars:</b> The contract value was greater than \$10 million. Contractual obligations prevent us from disclosing the final contract amount.</li> <li>• Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms: The solution includes AWS Vault; optimized for multiple user interface platforms. AWS Vault uses three clusters to safeguard the cloud infrastructure. Each of the multiple Vault clusters are internally multi-tiered, and many of the applications have two or three tiers. On the front-end, AWS Vault is accessed by thousands of users including developers and employees using internal services, and by retail consumers using mobile applications and websites. The AWS Vault back-end processes or rejects tokens, passwords, certificates, and encryption keys through a gateway, secrets manager, and credentials database for each system user account attempting to access operations platforms and applications. These exchanges occur in real time.</li> </ul> <p><b>As the AWS Technology Architect Manager, Eric's accomplishments and responsibilities included the following:</b></p> <p><b>Project Scope</b></p> <ul style="list-style-type: none"> <li>• Served as the AWS Technology Architect Manager for the TEQ Security Enablement project, where he managed and maintained AWS cloud computing on a large complex IT system</li> <li>• Provided overall leadership and engineering expertise related to development, implementation, and management of the Vault security solution to enable 24/7 operations</li> <li>• Enabled a cross-functional blended team to develop and implement key changes into production</li> <li>• Conducted current-state cloud security architecture assessments</li> <li>• Performed rigorous analysis to identify the root cause of existing Vault performance issues</li> <li>• Designed Vault security strategies and solutions to bridge the client's gaps and system shortcomings in its cloud security system</li> </ul>	

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Designed remediation plan for the client
- Built and managed the configuration of production and non-production environments in the cloud ecosystem
- Monitored, scaled, and optimized cloud security resources—including computing power, database storage, and content delivery services—to meet growing business needs and solve current business challenges
- Prepared estimates and budgets for future-state Vault security strategy
- Prepared and maintained account and service classification level forecasts and budgets for cloud expenditures
- Prepared estimates for Vault-related change requests and releases, incorporating them into forecasts and budgets
- Implemented and maintained cost performance metrics, reports, and associated resource tagging
- Monitored cloud services, networks, and primarily security to achieve high availability and responsiveness

**Collaboration**

- Worked across several client teams to understand performance issues and design a future-state solution
- Tracked overall security performance issues and shared this data with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design
- Recommended key architectural changes to eliminate failure from future event scenarios

**Documentation**

- Documented the cause of current-state Vault performance issues and shared with the client's Infosec teams
- Defined and executed future-state documentation, roadmap, and delivered on schedule

<b>Project #4</b>	<b>Contact #4</b>
Company Name: State of Kansas	Contact Name: [REDACTED]
Project Name: Kansas Department of Labor (KDOL) Surge Program - ICS	Company Name: KDOL (Former)
Time Period: August 21, 2021– December 31, 2021	Phone Number: [REDACTED]
Percentage of Time: August 21, 2021 – October 17, 2021: 100% October 18, 2021 – December 31, 2021: 50%	Email: [REDACTED]
Staff Role: Technology Delivery Subject Matter Expert	
Description of relevant experience:	

## PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE

The State of Kansas project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

1. **Integrates with at least two applications, one of which is a COTS:** The State of Kansas solution integrates 12 applications, including Oracle DB which is COTS.
2. **Interfaces with at least five external systems, at least one of which is real-time:** The State of Kansas solution interfaces and exchanges with more than 10 external systems, most of which interface in real time. These systems included Kansas Eligibility Enforcement System (KEES), Wages and Unemployment, Medicare, and State Information Data Exchange System (SIDES), KPERS, Social Security Administration, and the federal government healthcare exchange.
3. **Is accessed by at least 1,000 users at multiple locations:** The State of Kansas solution was accessed by over 1,595 users, including internal users in the Contact Center who handled 50,000 -100,000 inbound claims related calls per day during peak traffic, authorized users from Kansas Department of Labor (KDOL) offices in Kansas City, Topeka, and Wichita, and partners supporting specialty work streams that support claims work.
4. **Has a contract value of at least \$10,000,000 dollars:** The contract value was over \$20 million.
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The State of Kansas solution includes multi-tiered architecture including a user-facing front end optimized for multiple user interface platforms, The solution included Amelia, a web browser-based virtual agent with SMS text capabilities.

**As the Technology Delivery Subject Matter Expert, Eric's accomplishments and responsibilities included the following:**

### Project Scope

- Served as the Technology Delivery Subject Matter Expert for the State of Kansas KDOL Surge program, where he managed and maintained AWS cloud computing on a large complex IT system
- Conducted an initial architecture assessment to determine gaps in current-state functionality
- Performed architectural design work to enable 700 remote agents at peak with access to internal Kansas systems
- Conducted business process assessment to determine and implement areas of improvement in the client's call center workflows, such as reorganizing and streamlining the call plan to eliminate multiple inconsistencies and creating a custom call handling rate limiter to rebalance unfair autodialers that starve out callers
- Worked with clients to understand desired future state
- Defined requirements for complex call center cloud solution, suited to the client's requirements and designed to handle forecasted volume
- Designed optimized call flows to minimize time to care in future-state solution
- Designed and implemented AWS Connect, a cloud-based call center solution, and integrated with several Infrastructure-as-a-Service (IaaS), Platform-as-a-Service (PaaS), and packaged Software-as-a-Service (SaaS) offerings
- Built and managed the configuration of production and non-production environments in the AWS Connect cloud ecosystem

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Configured, scaled, and optimized the AWS Connect cloud personnel to service the entire State of Kansas population that needed financial assistance
- Configured and scaled remote desktop services in AWS for all call center agents using the solution
- Prepared initial estimates and budgets for AWS Connect system implementation and maintenance
- Prepared and maintained account and service classification level forecasts and budgets for cloud expenditures
- Prepared LOE and impact estimates for change requests and releases for the AWS Connect system, incorporating them into forecasts and budgets
- Monitored cloud services, security, and networks to maintain high availability and responsiveness
- Developed and maintained call center analytics, cost performance metrics, and reports
- Provided overall leadership and engineering expertise related to the AWS Connect call center development, implementation, and management to support 24/7 operations
- Supported the root cause analysis of performance issues, connectivity issues, unplanned downtime, and security breaches of the AWS Connect system that may have occurred

**Collaboration**

- Worked with various teams within the client organization to verify we enabled all requisite integrations
- Worked with call center agents to understand processes and pain points to inform solution design
- Created change management and adoption materials to verify users were well equipped to use solution

**Quality**

- Monitored AWS system performance and formulated recommendations to optimize performance
- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design
- Shared extensive knowledge with team to encourage development

**Continuous Improvement**

- Designed and put controls in place to verify AWS Connect standards are followed and evolved over time

<b>Project #5</b>	<b>Contact #5</b>
Company Name: National Insurance Company	Contact Name: [REDACTED]
Project Name: Vault Deployment/Automation	Company Name: National Insurance Company
Time Period: September 14, 2020 – June 30, 2021	Phone Number: [REDACTED]
Percentage of Time: September 14, 2020 – March 14, 2021: 20% March 15, 2021 – June 30, 2021: 100%	Email: [REDACTED]

## PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE

Staff Role: Technology Architect

*Description of relevant experience:*

The Vault Deployment/Automation project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:

1. **Integrates with at least two applications, one of which is a COTS:** The solution provides key management capabilities for more than 25,000 applications, including dozens of COTS products, each requiring custom integration.
2. **Interfaces with at least five external systems, at least one of which is real-time:** The Deployment/Automation solution interfaces with at least five external systems. All 25,000 applications integrating with Vault are external to Vault itself and connect through a formally defined API. Vault interfaces with all applications in real time.
3. **Is accessed by at least 1,000 users at multiple locations:** The Vault solution is accessed by 57,000-plus employees and hundreds of thousands of customers at multiple locations.
4. **Has a contract value of at least \$10,000,000 dollars:** The contract value was greater than \$10 million. Contractual obligations prevent us from disclosing the final contract amount.
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The Vault Deployment/Automation solution includes multi-tiered processing, including a user-facing front end optimized for multiple user interface platforms. Each of the multiple Vault clusters are internally multi-tiered, and many of the applications have two or three tiers.

**As the Technology Architect Manager, Eric's accomplishments and responsibilities included the following:**

### Project Scope

- **Served as the Technology Architect Manager for the Insurance Vault Deployment/Automation project, where he managed and maintained cloud computing on a large complex IT system**
- **Conducted current-state cloud security architecture assessments**
- Worked with clients to understand desired future-state of AWS security landscape
- Defined requirements for complex Vault security solution, suited to the client's requirements and designed to handle thousands of integrated applications
- Prepared initial estimates and budgets for Vault system implementation and maintenance
- Designed and implemented Vault security, a cloud-based security solution, that integrates with many IaaS, PaaS, and packaged SaaS offerings
- Built and managed the configuration of production and non-production environments in the Vault cloud ecosystem
- Configured, scaled, and optimized the Vault cloud solution to integrate with more than 25,000 applications

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Monitored, scaled, and optimized Vault security resources—including computing power, database storage, and content delivery Services—to meet growing business needs and solve current business challenges
- Prepared estimates and budgets for future-state Vault security strategy
- Prepared and maintained account and service classification level forecasts and budgets for cloud expenditures
- Prepared LOE and impact estimates for change requests and releases for the Vault system, incorporating them into forecasts and budgets
- Implemented and maintained cost and performance metrics, reports, and associated resource tagging
- Monitored cloud services, networks, and security to achieve high availability and responsiveness
- Provided overall leadership and engineering expertise related to development, implementation, and management of the Vault security solution to enable 24/7 operations
- Supported the root cause analysis of any performance issues, connectivity issues, unplanned downtime, and security breaches of the Vault system that may have occurred

**Collaboration**

- Worked across several client teams to understand requirements and design a future-state solution
- Tracked overall security performance and shared this data with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design

**Documentation**

- Created functional and technical documentation for the Vault solution and shared with the client's Infosec teams
- Created detailed change management and adoption documentation and shared with the client's Infosec teams to verify client personnel were well equipped to run the solution

Project #6	Contact #6
Company Name: [REDACTED]	Contact Name: [REDACTED] [REDACTED] [REDACTED]
Project Name: Journey to Cloud Strategy & Roadmap	Company Name: [REDACTED]
Time Period: December 9, 2019 – July 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED] [REDACTED]
Staff Role: AWS Architect	

## PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE

### *Description of relevant experience:*

The Journey to Cloud Strategy & Roadmap project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

1. **Integrates with at least two applications, one of which is a COTS:** The solution integrates more than 1,000 applications, 100-plus of which are COTS.
2. **Interfaces with at least five external systems, at least one of which is real-time:** The solution interfaces and exchanges with at least five external systems, most of which interface in real time.
3. **Is accessed by at least 1,000 users at multiple locations:** The solution is accessed by an average of 2,500 daily users. The client operates in nine U.S. locations: Boston, MA; Chicago, IL; Philadelphia, PA; Plano, TX; Reston, VA; New York, NY; San Francisco, CA; Urbana, MD, and Washington, DC.
4. **Has a contract value of at least \$10,000,000 dollars:** The contract value was greater than \$10 million. Contractual obligations prevent us from disclosing the final contract amount.
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The solution includes multi-tiered processing, including user-facing front end applications optimized for multiple user interface platforms.

**As the AWS Architect, Eric's accomplishments and responsibilities included the following:**

### **Project Scope**

- **Served as the AWS Architect for the Journey to Cloud Strategy & Roadmap project, where he managed and maintained cloud computing on a large complex IT system**
- **Conducted current-state architecture assessment to identify AWS landing zone requirements**
- Cataloged hundreds of client applications that needed to migrate to AWS cloud services
- Designed and implemented integrated AWS landing zone architecture with 400-plus accounts to enable orchestration across multiple vendors for effective governance and transparency of performance
- Designed and implemented integrated services management architecture to integrate IT transactional processes across service providers
- Defined and implemented the control policies to manage the security profiles of all the applications migrated to AWS
- Built and tested Continuous Integration, Delivery, and Deployment (CI/CD) pipelines in production and non-production environments in the cloud ecosystem
- Monitored, scaled, and optimized AWS landing zones, including administrative requirements, team enablement, region enablement, and security controls
- Prepared estimates and budgets for integrated AWS landing zone architecture cloud services
- Maintained account and service classification level forecasts and budgets for cloud expenditures

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Prepared estimates for change requests and releases, incorporating them into forecasts and budgets
- Implemented and maintained reports and dashboards, including cost performance metrics and associated resource tagging requirements
- Monitored AWS landing zone services, security, and networks to maintain high availability and responsiveness
- Provided overall leadership and engineering expertise related to development, implementation, and management of the cloud infrastructure to support 24/7 operations
- Supported the root cause analysis of performance issues, connectivity issues, unplanned downtime, and security breaches that may have occurred

**Collaboration**

- Tracked overall security performance issues and shared this data with the client's Infosec teams
- Identified security issue causes
- Documented and shared findings with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design

**Continuous Improvement**

- Evaluated AWS landing zone performance and formulated recommendations to further optimize the solution

<b>Project #7</b>	<b>Contact #7</b>
Company Name: National Insurance Company	Contact Name: [REDACTED]
Project Name: Cloud Automation/Security Compliance Controls	Company Name: National Insurance Company
Time Period: December 1, 2018 – November 22, 2019	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Technology Architect Manager	
<p><i>Description of relevant experience:</i></p> <p>The Cloud Automation/Security Compliance Controls project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <p><b>1. Integrates with at least two applications, one of which is a COTS:</b> The solution integrates with 15 applications to enforce compliance guardrails across the enterprise. These applications report status back to Splunk, which is a COTS.</p>	

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- 2. Interfaces with at least five external systems, at least one of which is real-time:** The solution interfaces with hundreds of external systems to collect security statistics. Data is gathered and fed back to Splunk in real time.
- 3. Is accessed by at least 1,000 users at multiple locations:** The solution is accessed by at least 1,000 users at multiple locations.
- 4. Has a contract value of at least \$10,000,000 dollars:** The contract value was greater than \$10 million. Contractual obligations prevent us from disclosing the final contract amount.
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The solution includes multi-tiered processing, including a customer or user-facing front end optimized for multiple user interface platforms.

**As the Technology Architect Manager, Eric's accomplishments and responsibilities included the following:**

**Project Scope**

- **Served as the Technology Architect Manager for the Cloud Automation/Security Compliance Controls project, where he managed and maintained cloud computing on a large complex IT system**
- **Planned and implemented cloud computing strategies and solutions, including IaaS, PaaS, and SaaS**
- Managed the configuration of production and non-production environments in the cloud ecosystem
- Monitored, scaled, and optimized cloud resources—including computing power, database storage, and content delivery services—to meet growing business needs
- Prepared estimates and budgets for cloud services
- Prepared and maintained account and service classification level forecasts and budgets for cloud expenditures
- Conducted current-state cloud security architecture assessments
- Worked with the client to understand desired future-state of AWS security landscape
- Defined requirements for complex AWS security solution, suited to the client's requirements
- Prepared initial estimates and budgets for security solution design, implementation, and maintenance
- Led a team of 12 developers writing custom AWS security code to enable the security solution
- Built and managed the configuration of production and non-production environments in the cloud security ecosystem
- Configured, scaled, and optimized the security system to handle the associated workloads
- Monitored, scaled, and optimized code to promote efficient execution across all target-state environments
- Prepared estimates and budgets for a long-term AWS security strategy
- Prepared LOE and impact estimates for change requests and releases for the security system, incorporating them into forecasts and budgets
- Monitored cloud services, networks, and security to achieve high availability and responsiveness
- Supported the root cause analysis of any performance issues, connectivity issues, unplanned downtime, and security breaches of the security system that may have occurred

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE****Collaboration**

- Worked across several client teams to understand requirements and design future-state solution
- Tracked overall security performance and shared this data with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design

**Documentation**

- Created functional and technical documentation for the security solution and shared with the client's Infosec teams
- Created detailed change management and adoption documentation and shared with the client's Infosec teams to verify client personnel were well equipped to run the solution

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>3 Years, 8 Months</b>
Minimum Qualification I-S32	A minimum of three (3) years of experience as an AWS Solutions Architect.	
<b>Project #1</b>		<b>Contact #1</b>
Company Name: Takeda		Contact Name: [REDACTED]
Project Name: Fuji		Company Name: Takeda
Time Period: June 1, 2022 – January 4, 2023 (Ongoing)		Phone Number: [REDACTED]
Percentage of Time: 100%		Email: [REDACTED]
Staff Role: Principal AWS Solution Architect		

Description of relevant experience:

**As the Principal AWS Solution Architect, Eric's accomplishments and responsibilities include the following:**

**Project Scope**

- Serves as Principal AWS Solution Architect Manager on the Takeda Fuji project, where he manages the planning, design and implementation of an entire landing zone to support Takeda company-wide and the migration of the existing solution to the new landing zone
- Documents landing zones for Takeda's application migration
- Manages a team of 16 personnel
- Onboarded and trained a team of specialists to operate concurrently with client personnel to complete the build and migration

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- **Created a flexible target state architecture for the entire AWS campus**
- **Defined a migration strategy that allowed the movement of over 400 AWS accounts to the new architecture rather than forcing a greenfield migration**
- Designs and implements HashiCorp Terraform Enterprise Server, infrastructure as code (IaC), into the client's existing AWS landscape to streamline provisioning
- Documents solutions to validate that the Takeda team can operate solution after Accenture's departure
- Creates landing zones and migrates applications into AWS environments
- Future-proofs infrastructure and supported applications
- Prepares initial estimates and budgets for security solution design, implementation, and maintenance
- Builds and manages the configuration of production and non-production environments in the cloud security ecosystem
- Configures, scales, and optimizes the security system to handle the associated workloads
- Monitors, scales, and optimizes code to promote efficient execution across all target-state environments
- Prepares estimates and budgets for a long-term AWS security strategy
- Prepares level-of-effort (LOE) and impact estimates for change requests and releases for the security system, incorporating them into forecasts and budgets
- Monitors cloud services, networks, and security to achieve high availability and responsiveness

**Collaboration**

- Works across several client teams to understand requirements and design a future-state solution
- Tracks overall security performance and shares this data with the client's Infosec teams
- Presents readiness status and issues to project sponsors and stakeholders

**Quality**

- Manages project issues and risks, mitigating impact to delivery and baseline
- Provides functional expertise and knowledge in the security solution design

**Documentation**

- Creates functional and technical documentation for the security solution and shares with the client's Infosec teams
- Creates detailed change management and adoption documentation and shares with the client's Infosec teams to make sure client personnel are well equipped to run the solution

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Lululemon	Contact Name: [REDACTED]
Project Name: Terraform Enterprise Implementation	Company Name: Lululemon
Time Period: September 1, 2020 – March 1, 2021	Phone Number: [REDACTED]

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

Percentage of Time: 80%

Email: [REDACTED]

Staff Role: AWS and Vault Infrastructure Architect Manager

*Description of relevant experience:***As the AWS and Vault Infrastructure Architect Manager, Eric's accomplishments and responsibilities included the following:****Project Scope**

- **Served as AWS Architect Manager on the Lululemon Terraform Enterprise Implementation project**
- **Conducted current-state cloud security architecture assessments**
- Performed rigorous analysis to identify the root cause of existing Vault performance issues
- Designed Vault security strategies and solutions to bridge the client's gaps and system shortcomings in its cloud security system
- Designed remediation plan for the client
- Built and managed the configuration of production and non-production environments in the cloud ecosystem
- Monitored, scaled, and optimized cloud security resources—including computing power, database storage, and content delivery services—to meet growing business needs and solve current business challenges
- Prepared estimates and budgets for a future-state Vault security strategy
- Prepared and maintained account and service classification level forecasts and budgets for cloud expenditures
- Prepared estimates for Vault-related change requests and releases, incorporating them into forecasts and budgets
- Implemented and maintained cost performance metrics, reports, and associated resource tagging
- Monitored cloud services, networks, and primarily security to achieve high availability and responsiveness
- Provided overall leadership and engineering expertise related to development, implementation, and management of the Vault security solution to enable 24/7 operations

**Collaboration**

- Worked across several client teams to understand requirements and design a future-state solution
- Tracked overall security performance and shared this data with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders
- Collaborated with the client with an urgent, high-priority security-related request; quickly pivoted the Accenture team to the new request and managed the successful implementation of a solution prior to the critical holiday season sales events

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design

PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE	
<b>Documentation</b> <ul style="list-style-type: none"> <li>Created functional and technical documentation for the security solution and shared with the client's Infosec teams</li> <li>Created detailed change management and adoption documentation and shared with the client's Infosec teams to verify client personnel were well equipped to run the solution</li> </ul>	
<b>Project #3</b>	<b>Contact #3</b>
Company Name: [REDACTED]	Contact Name: [REDACTED] [REDACTED] [REDACTED]
Project Name: TEQ Security Enablement RFP	Company Name: [REDACTED]
Time Period: October 18, 2021 – April 30, 2022	Phone Number: [REDACTED]
Percentage of Time: October 18, 2021 – December 31, 2021: 50% January 1, 2022 – April 30, 2022: 100%	Email: [REDACTED]
Staff Role: AWS Technology Architect Manager	
<i>Description of relevant experience:</i> <b>As the AWS Technology Architect Manager, Eric's accomplishments and responsibilities included the following:</b> <b>Project Scope</b> <ul style="list-style-type: none"> <li><b>Served as AWS Technology Architect Manager on the TEQ Security Enablement RFP</b></li> <li><b>Conducted current-state cloud security architecture assessments</b></li> <li>Performed rigorous analysis to identify the root cause of existing Vault performance issues</li> <li>Provided overall leadership and engineering expertise related to development, implementation, and management of the Vault security solution to enable 24/7 operations</li> <li>Enabled a cross-functional blended team to develop and implement key changes into production</li> <li>Designed vault security strategies and solutions to bridge the client's gaps and system shortcomings in its their cloud security system</li> <li>Designed remediation plan for the client</li> <li>Built and managed the configuration of production and non-production environments in the cloud ecosystem</li> <li>Monitored, scaled, and optimized cloud security resources—including computing power, database storage, and content delivery services—to meet growing business needs and solve current business challenges</li> <li>Prepared estimates and budgets for the future-state Vault security strategy</li> <li>Prepare and maintain account and service classification level forecasts and budgets for cloud expenditures</li> <li>Prepared estimates for Vault-related change requests and releases, incorporating them into forecasts and budgets</li> </ul>	

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Implemented and maintained cost performance metrics, reports, and associated resource tagging
- Monitored cloud services, networks, and primarily security to achieve high availability and responsiveness
- Provided overall leadership and engineering expertise related to development, implementation, and management of the Vault security solution to enable 24/7 operations

**Collaboration**

- Worked across several client teams to understand performance issues and design a future-state solution
- Tracked overall security performance issues and shared this data with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design

**Documentation**

- Documented the cause of current-state Vault performance issues and shared with the client's Infosec teams
- Defined and executed future-state documentation, roadmap, and delivered on schedule

<b>Project #4</b>	<b>Contact #4</b>
Company Name: State of Kansas	Contact Name: [REDACTED]
Project Name: KDOL Surge Program - ICS	Company Name: KDOL (Former)
Time Period: August 21, 2021–December 31, 2021	Phone Number: [REDACTED]
Percentage of Time: August 21, 2021 – October 17, 2021: 100% October 18, 2021 – December 31, 2021: 50%	Email: [REDACTED]

Staff Role: Technology Delivery Subject Matter Expert

*Description of relevant experience:*

**As the Technology Delivery Subject Matter Expert, Eric's accomplishments and responsibilities included the following:**

**Project Scope**

- **Designed and implemented AWS Connect, a cloud-based call center solution, and integrated with several IaaS, PaaS, and packaged SaaS offerings**
- **Built and managed the configuration of production and non-production environments in the AWS Connect cloud ecosystem**

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Configured, scaled, and optimized the AWS Connect cloud resources to service the entire State of Kansas population that needed financial assistance
- Performed architectural design work to enable 700 remote agents at peak with access to internal Kansas systems
- Conducted business process assessment to determine and implement areas of improvement in the client's call center workflows, such as reorganizing and streamlining the call plan to eliminate multiple inconsistencies and creating a custom call handling rate limiter to rebalance unfair autodialers that starve out callers
- Configured and scaled remote desktop services in AWS for all call center agents using the solution
- Prepared initial estimates and budgets for AWS Connect system implementation and maintenance
- Prepared LOE and impact estimates for change requests and releases for the AWS Connect system, incorporating them into forecasts and budgets
- Provided overall leadership and engineering expertise related to the AWS Connect call center development, implementation, and management to support 24/7 operations
- Supported the root cause analysis of performance issues, connectivity issues, unplanned downtime, and security breaches of the AWS Connect system that may have occurred
- Conducted an initial architecture assessment to determine gaps in current-state functionality
- Conducted business process assessment to determine areas of improvement in the client's call center workflows
- Worked with the client to understand desired future state
- Defined requirements for complex call center cloud solution, suited to the client's requirements and designed to handle forecasted volume
- Designed optimized call flows to minimize time to care in future-state solution
- Prepared and maintained account and service classification level forecasts and budgets for cloud expenditures
- Monitored cloud services, security, and networks to maintain high availability and responsiveness
- Developed and maintained call center analytics, cost performance metrics, and reports

**Collaboration**

- Worked with various teams within the client organization to verify we enable all requisite integrations
- Worked with call center agents to understand processes and pain points to inform the solution design
- Created change management and adoption materials to verify users were well equipped to use solution

**Quality**

- Monitored AWS system performance and formulated recommendations to optimize performance
- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design
- Shared extensive knowledge with the team to encourage development

## 1.1 INFRASTRUCTURE PROJECT MANAGER

INFRASTRUCTURE PROJECT MANAGER					
PART 1 – RÉSUMÉ					
Contractor	Accenture LLP				
Candidate Name	Arnold Malvick				
Position in the Company	Managing Director	Length of Time in Position	12 years		
Project Position & Responsibilities	Infrastructure Project Manager Arnold meets all the requirements as defined in RFP section 12.1.3.6.1.				
Skills & Qualifications for Project Position	<p><b>Skills:</b> Arnold has extensive knowledge and experience managing large, complex infrastructure technology projects and exceeds the mandatory requirements. He has worked in infrastructure and applications with a deep understanding of points of integration and synergies. His technical skills include cloud, network engineering, cyber-security vulnerability mitigation, capacity planning, innovation, ITIL, hardware, maintenance, and interoperability. Arnold's project management skills include Project Management Institute (PMI) best practices, managing infrastructure operations teams, managing SLAs, developing solutions and innovations, executive-level reporting and communication, and multi-contractor collaboration. <b>Qualifications:</b> Arnold has over 27 years of experience implementing, integrating, operating infrastructure and application systems. He is the Project Executive (Project Manager) on the CalSAWS Project, a large and complex IT system that is in production <b>(Exceeds I-S3)</b>. He has nine years of experience as a Project Manager within the past 10 years, directly responsible for executing the PMI's PMBOK knowledge areas, including scope, time, cost, human resource, risk, quality, integration and communication <b>(Exceeds I-S4)</b>. He leads teams of 900 professionals and works closely with contractors <b>(Exceeds I-S5)</b>. Arnold has strong working relationships with the Consortium, contractors, internal and external stakeholders; presents solutions and project status to executive-level audiences; and built credibility, trust, and influenced collaboration across the CalSAWS enterprise organization <b>(Exceeds I-S6)</b>. Arnold is a certified Project Management Professional by the PMI <b>(Meets I-S7)</b>.</p>				
Relevant Experience (Add additional tables as needed)					
Project Title	CalSAWS				
Position Title	Project Executive (equivalent to Project Manager)				
Begin Date	03/2022	End Date	(Ongoing)	# of Months	10

INFRASTRUCTURE PROJECT MANAGER					
Scope and Description of Responsibility	<p><b>Scope:</b> Arnold leads and manages the delivery of the entire contract scope for CalSAWS DD&amp;I and M&amp;O, including the CalWIN Counties migration to CalSAWS and operations across the CalSAWS environment. Operations scope includes management of the application, infrastructure, and managed security services.</p> <p><b>Responsibility:</b> Arnold is responsible for the execution and overall management of the contract and the 900-person Accenture team. He engages with the Consortium executive team daily to confirm Accenture's overall performance and contract compliance, and reports on project status, risks, and issues. He also collaborates with CalSAWS contractors and stakeholders to deliver shared objectives. Arnold has the authority to commit to CalSAWS contracts, amendments, and change notices and validates that Accenture personnel have appropriate skills and experience and are available throughout the life of the contract.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Arnold uses his technical skills in network engineering, cyber-security vulnerability mitigation, hardware/software management, maintenance and interoperability, and Service Desk to deliver technology solutions and options. He uses project management skills to manage performance, SLAs, contract compliance, changes, escalations, and risks. He provides executive-level communication and multi-contractor/stakeholder collaboration, and listens to the customer to bring the highest level of value to Californians through innovation and continuous improvements.</p> <p><b>Experience Attained:</b> Arnold managed the successful migration of the CalWIN Wave 1 Counties to CalSAWS concurrently with the CalSAWS M&amp;E and M&amp;O workstreams. He collaborates with CalSAWS contractors and our ecosystem partners to proactively address issues, and delivers technical innovations and proofs of concept with stakeholders' input. He also provides executive-level reporting and communications to the Consortium Executive Director, CalSAWS Management, the JPA Board of Directors, and Project Steering Committee.</p>				
Project Title	Infrastructure, Application, and Security Managed Services, Freeport-McMoRan				
Position Title	Infrastructure and Application Project Manager for Technology Services				
Begin Date	04/2010	End Date	12/2020	# of Months	129
Scope and Description of Responsibility	<p><b>Scope:</b> Arnold's scope included managing the delivery of technology implementations and ongoing production operations for managed application, infrastructure, and security services. He oversaw contract compliance and had sole authority to make commitments on contracts, amendments, and change requests.</p> <p><b>Responsibility:</b> Arnold managed project delivery and a 245-person delivery team using PMI best practices; communicated and reported to client executives and key stakeholders; managed SLAs; mitigated risks; participated in operational governance. Arnold was responsible for managing and leading the day-to-day delivery of activities for infrastructure, application, and security managed services.</p>				
Skills Utilized and Experience Attained	<p><b>Skills:</b> Arnold used PMI project management best practices to execute and comply with the contract, including performance, SLAs, change requests, issues, and escalation. He is strong collaborator and communicator focused on innovation development, executive-level communication, and multi-contractor/stakeholder collaboration. He used his technical skills to manage the</p>				

INFRASTRUCTURE PROJECT MANAGER					
	<p>hybrid cloud environment, infrastructure and hardware, network engineering, and capacity planning. He led the delivery of infrastructure, security, and applications, points of integration and synergies, and system maintenance and interoperability.</p> <p><b>Experience Attained:</b> Arnold successfully delivered the project on time and on budget and managed the overall system and team performance from project initiation through project closure. Arnold delivered a complex infrastructure, application, and security management solution. He also attained multi-technical, integration skills across application, infrastructure, and information security which enabled him to oversee on-premises and Azure cloud migrations, and replatforms of databases and native Azure architectures.</p>				
Project Title	Application Managed Services, Major Credit Card Company (Under non-disclosure agreement)				
Position Title	Application Managed Services Lead				
Begin Date	09/1998	End Date	01/2009	# of Months	125
Scope and Description of Responsibility	<p><b>Scope:</b> Arnold's scope included the managing the delivery and performance of a contract for ongoing application enhancement and production operations services for a custom system that managed cardmember affinity (rewards) programs and processed over 1 million transactions each day with high system performance requirements.</p> <p><b>Responsibility:</b> Arnold was responsible for managing the project's delivery and a team of 250 personnel to design, develop, test, and implement large quarterly application releases (25,000-workday effort releases) for new affinity programs. He also oversaw allocation of systems to the quarterly releases, while maintaining production fixes.</p>				
Skills Utilized and Experience Attained	<p><b>Skills:</b> Arnold used his project and program management skills to manage the portfolio integration (i.e., capacity planning, change, escalation, and vendor management).</p> <p><b>Experience Attained:</b> Arnold managed the financial services portfolio for delivery of application managed services including prioritization, pipeline management, staff development and quality assurance. He also attained the ability to listen to the customer, thinking outside the box, and developing customer relationships.</p>				
Education (add rows as needed)					
Years	Course of Study	School			
12/1992 - 08/1998	B.S., Mechanical Engineering	University of Arizona			
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization	Dates			
Project Management Professional	Project Management Institute	December 23, 2022 - December 23, 2025			

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

Minimum Qualification 1-\$3	A minimum of three (3) years of experience within the past ten (10) years on a large and complex IT system that is in production.	
<b>Project #1</b>	<b>Contact #1</b>	
Company Name: CalSAWS Consortium	Contact Name: [REDACTED]	
Project Name: CalSAWS	Company Name: CalSAWS Consortium	
Time Period: March 14, 2022 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]	
Percentage of Time: 100%	Email: [REDACTED]	
Staff Role: Project Executive (Equivalent to Project Manager)		
<p><i>Description of relevant experience:</i></p> <p>The CalSAWS project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The CalSAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> The CalSAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKs Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The CalSAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties have migrated, the number of CalSAWS users will be approximately 41,500.</li> <li><b>4. Has a contract value of at least \$10,000,000 dollars:</b> The CalSAWS contract value is \$1,425,495,842.</li> <li><b>5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.</li> </ol> <p><b>As the CalSAWS Project Executive (equivalent to Project Manager), Arnold’s responsibilities include:</b></p> <p><b>Project Scope</b></p> <ul style="list-style-type: none"> <li>Responsible for the execution and overall management of the CalSAWS prime contract and Accenture team</li> <li>Manages and leads the day-to-day execution and performance of the CalSAWS prime contract's scope and requirements, which includes:</li> </ul>		

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- The CalSAWS DD&I Project's scope for migrating the CalWIN Counties to the CalSAWS system, delivering the CalSAWS Customer Service Center solution, CalSAWS Imaging solution, and replatformed analytics reports solution
- CalSAWS M&O Project's scope, including M&E services, project management services, and infrastructure operations services such as cloud infrastructure operations, database administration, network operations, technical architecture, security operations, identity access management, infrastructure operations, hardware/software, remote hardware maintenance, system performance, and central Service Desk
- Manages and leads the Accenture team of over 900 personnel across multidisciplinary teams to perform day-to-day activities and deliver the CalSAWS Project's scope and objectives
- Oversees the overall delivery of application development services, including bi-monthly baseline releases and minor releases for both the CalSAWS DD&I Migration requirements and M&E system change requests
- Led the successful migration of the CalWIN Wave 1 Counties to the CalSAWS system, including the AWS Connect cloud-based customer service center solution and Hyland cloud-based imaging solution; the cutover was completed on time in October 2022. Arnold also oversaw the successful Functional Support effort that provides CalSAWS functional information for the CalWIN Implementation Support Services effort and enables the Wave 1 Counties' readiness for the migration
- Under Arnold's leadership, the project achieved the acceptance/approval of the C-IV/CalACES Migration Final Acceptance Report/Deliverable in 2022
- Drove the development and delivery of the CalSAWS Project's System Security Plan (SSP) and manages the execution of the security processes contained within
- Leads the planning, solutioning, and implementation of solutions for cyber-security vulnerability mitigation and compliance with NIST 800-53 security controls
- Works cooperatively with internal project stakeholders including the Consortium, BenefitsCal contractor, Imaging contractor, QA Services contractor, Central Print contractor, AWS, and external stakeholders such as Counties, CWDA, Federal/State oversight agencies, advocates
- Acts as the primary interface/liaison to the Consortium Executive Director and Consortium Management Team, and engages with Consortium leadership regularly to confirm Consortium expectations are being met
- Prepares special reports and presentations for the project as needed, such as proposed technology options for the Consortium, project work product/deliverable walkthroughs, focused topic presentations for the JPA Board of Directors meetings and Project Steering Committee, etc.
- Manages and monitors Accenture's compliance with contractual obligations and service level agreements (SLAs)
- Provides timely responses to the Consortium's inquiries or requests, including those related to contract requirements or SLAs
- Works cooperatively with the Consortium PMO to resolve escalated issues including, contractual requirements, risk mitigation, CalSAWS enhancements, and any other issue that requires executive management attention

**Time**

- Works closely with the Accenture PMO team on development and maintenance of the CalSAWS project work plan/schedule which includes the CalSAWS DD&I, M&E, and M&O workstreams, and dependencies between those workstreams and other CalSAWS contractors's workstreams
- Manages and monitors project schedule to ensure that projects are completed on time

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Develops schedules for new projects and work efforts, including defining the activities, developing work estimates and durations for each activity, and resources required to complete projects on time and on budget

**Cost**

- Oversees and monitors the budget for Accenture's contract scope for the CalSAWS DD&I and M&O projects to avoid overruns
- Drives the development of solution estimates for projects and changes requested by the Consortium, including the analysis of requirements, solutioning, and development of the project plans

**Human Resources**

- Oversees the staff management process, which includes assigning staff who possess the appropriate skills and experience necessary to fulfil the prime contract's commitments and requirements, and are available through the life of the contract/project
- Developed necessary technical trainings for the staff based on CalSAWS requirements

**Risks**

- Oversees the risk and issue management process across workstreams, which includes the delivery, maintenance, updates, and execution of the CalSAWS Risk and Issue Management Plan of the CalSAWS Project Control Document Deliverable
- Proactively mitigates potential project risks and collaborates with the Consortium and other stakeholders to develop risk mitigation plans
- Prepares special reports and presentations related to the Project including ongoing status and metrics, issue and resolution, risk, and all necessary ad-hoc reports

**Quality**

- Oversees quality management processes from the CalSAWS Quality Management Plan (of the CalSAWS Project Control Document) to ensure deliverables and services meets or exceeds service level requirements; quality processes include the quarterly Accenture quality assurance reviews that include independent interviews with the Consortium Executive Director and Section Directors conducted by an Accenture Quality Assurance Director
- Oversees CMMI Level 4 practices to drive higher-quality deliverables to reduce rework, risks and costs
- Identifies and recommends technology options and innovations that improve CalSAWS solution and service delivery to benefit the collective CalSAWS program and provide the highest value to the Consortium, CalSAWS counties, and Californians

**Integration**

- Executes project integration management by coordinating all elements of the project including tasks, resources, stakeholders, schedule, budgets, risks and issues, and communications
- Oversees the Accenture team's overall interactions and collaboration with other CalSAWS contractors and stakeholders
- Manages and resolves gaps and conflicts (such as competing requests, priorities, schedules, and necessary tradeoffs) between Accenture workstreams, as well as between Accenture and other CalSAWS contractors workstreams via cross-contractor/stakeholder collaboration
- Proactively collaborates with other CalSAWS contractors on shared project objectives, including the CalWIN Counties's migration to the CalSAWS system and the related implementation support services, delivery of the CalSAWS Customer Service Center and Imaging solutions for the CalSAWS

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

Counties, successful on-time delivery of the analytics/reports re-platforming project, integration between the CalSAWS System and the BenefitsCal portal, and central print services

**Communication**

- Conveys relevant information to an executive-level audience to confirm the Consortium, State sponsor partners, and other CalSAWS contractors are aware of project status and progress
- Communicates regularly with Accenture managers and team leads, the Consortium Management team, other CalSAWS contractor management teams, and other stakeholders, as needed
- Engages with the Consortium Management Team daily to confirm the CalSAWS project receives the required Consortium commitment and support from Accenture
- Engages with the Consortium Executive Director regularly to discuss project status and performance, risks, and issues, and other project management service-delivery related topics
- Facilitates the CalSAWS Weekly Project Status meeting and presents detailed project status and risks to multiple CalSAWS stakeholders, including the Consortium, representatives from the California Department of Social Services (CDSS), California Department of Healthcare Services (DHCS), and the California Office of Systems Integration (OSI), and other CalSAWS contractors (BenefitsCal, CalWIN Implementation Support Services, Central Print, OCAT, QA Services)
- Presents CalSAWS project risks and issues, and their mitigation and resolution plans at the monthly CalSAWS Risk Management Group meeting with the Consortium Executive Director, Consortium Management team, other CalSAWS contractor project managers, and representatives of CDSS, DHCS, and OSI
- Presents CalSAWS DD&I project status to the Center for Medicaid Services (CMS), U.S. Department of Agriculture Food and Nutrition Services (FNS), and OSI at the monthly IT Project Status meetings
- Presents project status, risks, and issues at an executive-level at monthly CalSAWS Board of Directors meetings, monthly CalSAWS Project Steering Committee meetings, and semi-annual CalSAWS Member Representatives and Board meetings
- Leads topic discussions pertaining to Accenture's CalSAWS DD&I, M&E and M&O scope at the weekly Section Directors meeting with the Consortium Executive Director, Section Directors, and project managers of the BenefitsCal, CalWIN Implementation Support Services, Central Print, OCAT, and QA Services contractors

**Building credibility/Fostering relationships**

- Establishes strong working relationships based on trust, integrity and follow-through with Consortium Executive Director, Consortium Section Directors, Consortium Regional Managers, members of the JPA Board of Directors, Project Steering committee members, County directors and fellow CalSAWS Project team members
- Establishes strong working relationships with CalSAWS contractors such as the Deloitte BenefitsCal contractor, Deloitte CalWIN Implementation Support Services contractor, Gainwell Central Print contractor, Ernst & Young (formerly Cambria) OCAT contractor, and the ClearBest QA Services contractor through cross-team collaboration and open communication on shared project objectives

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Works and collaborates with our ecosystem partners, including AWS, Hyland, Oracle, ServiceNow and Adobe to proactively address issues to minimize impact to the Consortium and Counties, developing technical innovation and proof of concepts by providing input into product features with stakeholders

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Freeport-McMoRan	Contact Name: [REDACTED]
Project Name: Infrastructure, Application, and Security Managed Services.	Company Name: Freeport-McMoRan
Time Period: April 1, 2010 – December 31, 2020	Phone Number: [REDACTED]
Percentage of Time: April 1, 2020 – December 31, 2018: 100% January 1, 2019 – January 31, 2020: 75% February 1, 2020 – December 31, 2020: 100%	Email: [REDACTED]

Staff Role: Project Manager for Technology Services

Description of relevant experience:

The Freeport-McMoRan project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

- **Integrates with at least two applications, one of which is a COTS:** The Freeport-McMoRan solution integrates 25 COTS applications (such as SAP ECC ERP, Ariba, Hyland Brainware, and Hyperion Financials) and uses on-premises and Microsoft Azure server, storage, backup, SQL and Oracle DB, Identity Management, Cisco UCS Net-Backup and Blade Servers, and Citrix.
- **Interfaces with at least five external systems, at least one of which is real-time:** The Freeport-McMoRan SAP ERP solution interfaces with 30+ applications for managing the global mining companies, inventory, financials, supply chain and human resources functions. An example of the real-time interface was that between the on-premises Ariba system and the SAP ERP exchange order and invoice information.
- **Is accessed by at least 1,000 users at multiple locations:** The Freeport-McMoRan infrastructure and application landscape is accessed by 27,000 global users.
- **Has a contract value of at least \$10,000,000 dollars:** The lifetime solution contract value is \$500,000,000.
- Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms: The Freeport-McMoRan solution includes multi-tiered architecture including front-end applications optimized for various user interface platforms, custom architecture, and COTS.

As the Freeport-McMoRan project's Project Manager for Technology Services, Arnold's responsibilities included:

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE****Project Scope**

- Performed the execution and overall management of the Managed Services contract and Accenture team for over 10 years, from the project's initiation through its closure
- Managed a team of 245 professionals and their day-to-day activities for designing, developing and implementing technology projects for Freeport-McMoRan including system enhancements and large programs (20,000+ workday efforts), after the initial implementation, delivering ongoing production operations that included managed application, infrastructure, and security services
- Managed and led the project's managed Infrastructure services that included the ongoing operations support, enhancements, and lifecycle management of infrastructure components such as 1,600 on-premises and cloud-hosted servers (Redhat Linux/MS Windows Server OS), five (5) petabytes of storage, Oracle/MS SQL database, desktop imaging/patching for 20,000 desktops/laptops, and technology service desk (English/Spanish languages)
- Managed and led the project's managed application services that included enhancements, support for the SAP Enterprise Resource Planning (ERP) system, 25 COTS packaged applications, and lifecycle management activities such as applying vendor patches and enhancement packs, uplifting underlying technology (operating systems and databases) to N-1 standards, and ongoing performance improvements/enhancements
- Managed and led the project's managed security services that included management of the Security Information Event and Management (SIEM) platform, triage and incident response for SIEM notables, threat vulnerability management (TVM) platform maintenance/scanning coordination/report generation, endpoint security management, detection response and threat hunting, network security management, identity and privileged access security application management, email security application management, application security management, Azure Cloud security operations
- Worked cooperatively with Freeport-McMoRan executives to resolve matters that required executive-level escalation, including those related to contract compliance, project risk mitigation and issue resolution, and any other issue that requires executive management attention
- Managed and monitored Accenture's compliance with contractual obligations and SLAs

**Time**

- Managed and monitored the project schedule to ensure that projects were completed on time
- Developed schedules for new projects and work efforts, including defining the activities, developing work estimates and durations for each activity, and resources required to complete projects on time and on budget

**Cost**

- Oversaw and monitored project budgets to avoid overruns
- Drove the development of solution estimates for projects requested by Freeport-McMoRan, including the analysis of requirements, solutioning, and development of the project plans

**Human Resources**

- Oversaw the staff management process, which included assigning staff with the appropriate skills and experience necessary to fulfil the contract's commitments and requirements, and were available through the life of the contract/project
- Developed necessary technical trainings for the staff based on project requirements

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Established a system that expanded the skills of the delivery team professionals via individualized training/certification plans and infused new skills via the onboarding of professionals with new skillsets

**Risks**

- Oversaw the risk and issue management process for the project
- Proactively mitigated project risks and collaborates with the Freeport-McMoRan and other stakeholders to develop risk mitigation plans
- Prepared special reports and presentations related to the project including ongoing status and metrics, issue and resolution, risk, and all necessary ad-hoc reports

**Quality**

- Delivered consistent record of reduced production incidents, automated service requests, and delivered year-over-year reductions in the effort and staffing required to maintain and run the environment
- Led quarterly innovation forums with Freeport-McMoRan where new capabilities that could drive efficiency and increase capability within the Freeport-McMoRan ecosystem were showcased. Accenture and Freeport-McMoRan partnered with ecosystem partners to create proofs of concepts and implement pilots to prove the readiness of the offerings before proceeding with full implementations
- Facilitated quarterly reviews with senior Freeport-McMoRan stakeholders (including C-level executives and vice presidents) regarding Accenture's services in areas of high performance, opportunities, and innovation agendas

**Integration**

- Executed project integration management by coordinating all elements of the project including tasks, resources, stakeholders, schedule, budgets, risks and issues, and communications
- Partnered with Freeport-McMoRan counterparts to create a "one team" culture and mentality that resulted in the transformation and modernization of the application/infrastructure/security capabilities through effective lifecycle management
- Established the project's responsibility assignment matrix (RACI) between the services and owners to establish metrics and criteria for measuring efficacy of service delivery
- Implemented a strong change management process to accommodate evolution of project services
- Drove integration of managed application, infrastructure and security services prevent silos
- Developed and implemented solutions and processes that integrated teams, such as the threat vulnerability management (TVM) process that involved all teams – the Security team maintained the health of the application and infrastructure scanning services while the Application and Infrastructure teams dispositioned the identified vulnerabilities. The teams tightly coordinated development and testing processes between all three functions to address and close vulnerabilities

**Communication**

- Engaged with Freeport-McMoRan executives daily to confirm the project received the required commitment and support
- Provided senior Freeport-McMoRan stakeholders with regular, ongoing executive-level reporting and communications pertaining to the status of project progress, compliance with contract requirements, SLAs, and prepared special, custom reports as needed

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

<b>Total Duration of all Projects cited to meet the MQ:</b>		8 years, 6 months
Minimum Qualification I-S4	A minimum of five (5) years of experience as a Project Manager or Project Director within the past ten (10) years being directly responsible for activities in the following Project Management knowledge areas: scope, time, cost, human resource, risk, quality, integration and communication.	
<b>Project #1</b>		<b>Contact #1</b>
Company Name: CalSAWS Consortium		Contact Name: [REDACTED]
Project Name: CalSAWS		Company Name: CalSAWS Consortium
Time Period: March 14, 2022 – January 4, 2023 (Ongoing)		Phone Number: [REDACTED]
Percentage of Time: 100%		Email: [REDACTED]
Staff Role: Project Executive (Equivalent to Project Manager)		
<p><i>Description of relevant experience:</i></p> <p><b>As the CalSAWS Project Executive (equivalent to Project Manager), Arnold's responsibilities include:</b></p> <p><b>Project Scope</b></p> <ul style="list-style-type: none"> <li>• Responsible for the execution and overall management of the CalSAWS prime contract and Accenture team</li> <li>• Manages and leads the day-to-day execution and performance of the CalSAWS prime contract's scope and requirements, which includes:             <ul style="list-style-type: none"> <li>– The CalSAWS DD&amp;I Project's scope for migrating the CalWIN Counties to the CalSAWS system, delivering the CalSAWS Customer Service Center solution, CalSAWS Imaging solution, and replatformed analytics reports solution</li> <li>– CalSAWS M&amp;O Project's scope, including M&amp;E services, project management services, and infrastructure operations services such as cloud infrastructure operations, database administration, network operations, technical architecture, security operations, identity access management, infrastructure operations, hardware/software, remote hardware maintenance, system performance, and central Service Desk</li> </ul> </li> <li>• Manages and leads the Accenture team of over 900 personnel across multidisciplinary teams to perform day-to-day activities and deliver the CalSAWS Project's scope and objectives</li> <li>• Oversees the overall delivery of application development services, including bi-monthly baseline releases and minor releases for both the CalSAWS DD&amp;I Migration requirements and M&amp;E system change requests</li> <li>• Led the successful migration of the CalWIN Wave 1 Counties to the CalSAWS system, including the AWS Connect cloud-based customer service center solution and Hyland cloud-based imaging solution; the cutover was completed on time in October 2022. Arnold also oversaw the successful Functional Support effort that provides CalSAWS functional information for the CalWIN Implementation Support Services effort and enables the Wave 1 Counties' readiness for the migration</li> <li>• Under Arnold's leadership, the project achieved the acceptance/approval of the C-IV/CalACES Migration Final Acceptance Report/Deliverable in 2022</li> </ul>		

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Drove the development and delivery of the CalSAWS Project's System Security Plan (SSP) and manages the execution of the security processes contained within
- Leads the planning, solutioning, and implementation of solutions for cyber-security vulnerability mitigation and compliance with NIST 800-53 security controls
- Works cooperatively with internal project stakeholders including the Consortium, BenefitsCal contractor, Imaging contractor, QA Services contractor, Central Print contractor, AWS, and external stakeholders such as Counties, CWDA, Federal/State oversight agencies, advocates
- Acts as the primary interface/liaison to the Consortium Executive Director and Consortium Management Team, and engages with Consortium leadership regularly to confirm Consortium expectations are being met
- Prepares special reports and presentations for the project as needed, such as proposed technology options for the Consortium, project work product/deliverable walkthroughs, focused topic presentations for the JPA Board of Directors meetings and Project Steering Committee, etc.
- Manages and monitors Accenture's compliance with contractual obligations and service level agreements (SLAs)
- Provides timely responses to the Consortium's inquiries or requests, including those related to contract requirements or SLAs
- Works cooperatively with the Consortium PMO to resolve escalated issues including, contractual requirements, risk mitigation, CalSAWS enhancements, and any other issue that requires executive management attention

**Time**

- Works closely with the Accenture PMO team on development and maintenance of the CalSAWS project work plan/schedule which includes the CalSAWS DD&I, M&E, and M&O workstreams, and dependencies between those workstreams and other CalSAWS contractors's workstreams
- Manages and monitors project schedule to ensure that projects are completed on time
- Develops schedules for new projects and work efforts, including defining the activities, developing work estimates and durations for each activity, and resources required to complete projects on time and on budget

**Cost**

- Oversees and monitors the budget for Accenture's contract scope for the CalSAWS DD&I and M&O projects to avoid overruns
- Drives the development of solution estimates for projects and changes requested by the Consortium, including the analysis of requirements, solutioning, and development of the project plans

**Human Resources**

- Oversees the staff management process, which includes assigning staff who possess the appropriate skills and experience necessary to fulfill the prime contract's commitments and requirements, and are available through the life of the contract/project
- Developed necessary technical trainings for the staff based on CalSAWS requirements

**Risks**

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Oversees the risk and issue management process across workstreams, which includes the delivery, maintenance, updates, and execution of the CalSAWS Risk and Issue Management Plan of the CalSAWS Project Control Document Deliverable
- Proactively mitigates potential project risks and collaborates with the Consortium and other stakeholders to develop risk mitigation plans
- Prepares special reports and presentations related to the Project including ongoing status and metrics, issue and resolution, risk, and all necessary ad-hoc reports

**Quality**

- Oversees quality management processes from the CalSAWS Quality Management Plan (of the CalSAWS Project Control Document) to ensure deliverables and services meets or exceeds service level requirements; quality processes include the quarterly Accenture quality assurance reviews that include independent interviews with the Consortium Executive Director and Section Directors conducted by an Accenture Quality Assurance Director
- Oversees CMMI Level 4 practices to drive higher-quality deliverables to reduce rework, risks and costs
- Identifies and recommends technology options and innovations that improve CalSAWS solution and service delivery to benefit the collective CalSAWS program and provide the highest value to the Consortium, CalSAWS counties, and Californians

**Integration**

- Executes project integration management by coordinating all elements of the project including tasks, resources, stakeholders, schedule, budgets, risks and issues, and communications
- Oversees the Accenture team's overall interactions and collaboration with other CalSAWS contractors and stakeholders
- Manages and resolves gaps and conflicts (such as competing requests, priorities, schedules, and necessary tradeoffs) between Accenture workstreams, as well as between Accenture and other CalSAWS contractors workstreams via cross-contractor/stakeholder collaboration
- Proactively collaborates with other CalSAWS contractors on shared project objectives, including the CalWIN Counties's migration to the CalSAWS system and the related implementation support services, delivery of the CalSAWS Customer Service Center and Imaging solutions for the CalSAWS Counties, successful on-time delivery of the analytics/reports re-platforming project, integration between the CalSAWS System and the BenefitsCal portal, and central print services

**Communication**

- Conveys relevant information to an executive-level audience to confirm the Consortium, State sponsor partners, and other CalSAWS contractors are aware of project status and progress
- Communicates regularly with Accenture managers and team leads, the Consortium Management team, other CalSAWS contractor management teams, and other stakeholders, as needed
- Engages with the Consortium Management Team daily to confirm the CalSAWS project receives the required Consortium commitment and support from Accenture
- Engages with the Consortium Executive Director regularly to discuss project status and performance, risks, and issues, and other project management service-delivery related topics

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Facilitates the CalSAWS Weekly Project Status meeting and presents detailed project status and risks to multiple CalSAWS stakeholders, including the Consortium, representatives from the California Department of Social Services (CDSS), California Department of Healthcare Services (DHCS), and the California Office of Systems Integration (OSI), and other CalSAWS contractors (BenefitsCal, CalWIN Implementation Support Services, Central Print, OCAT, QA Services)
- Presents CalSAWS project risks and issues, and their mitigation and resolution plans at the monthly CalSAWS Risk Management Group meeting with the Consortium Executive Director, Consortium Management team, other CalSAWS contractor project managers, and representatives of CDSS, DHCS, and OSI
- Presents CalSAWS DD&I project status to the Center for Medicaid Services (CMS), U.S. Department of Agriculture Food and Nutrition Services (FNS), and OSI at the monthly IT Project Status meetings
- Presents project status, risks, and issues at an executive-level at monthly CalSAWS Board of Directors meetings, monthly CalSAWS Project Steering Committee meetings, and semi-annual CalSAWS Member Representatives and Board meetings
- Leads topic discussions pertaining to Accenture's CalSAWS DD&I, M&E and M&O scope at the weekly Section Directors meeting with the Consortium Executive Director, Section Directors, and project managers of the BenefitsCal, CalWIN Implementation Support Services, Central Print, OCAT, and QA Services contractors

**Building credibility/Fostering relationships**

- Establishes strong working relationships based on trust, integrity and follow-through with Consortium Executive Director, Consortium Section Directors, Consortium Regional Managers, members of the JPA Board of Directors, Project Steering committee members, County directors and fellow CalSAWS Project team members
- Establishes strong working relationships with CalSAWS contractors such as the Deloitte BenefitsCal contractor, Deloitte CalWIN Implementation Support Services contractor, Gainwell Central Print contractor, Ernst & Young (formerly Cambria) OCAT contractor, and the ClearBest QA Services contractor through cross-team collaboration and open communication on shared project objectives
- Works and collaborates with our ecosystem partners, including AWS, Hyland, Oracle, ServiceNow and Adobe to proactively address issues to minimize impact to the Consortium and Counties, developing technical innovation and proof of concepts by providing input into product features with stakeholders

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Freeport-McMoRan	Contact Name: [REDACTED]
Project Name: Infrastructure, Application, and Security Managed Services.	Company Name: Freeport-McMoRan
Time Period: April 1, 2010 – December 31, 2020	Phone Number: [REDACTED]
Percentage of Time: April 1, 2020 – December 31, 2018: 100% January 1, 2019 – January 31, 2020: 75% February 1, 2020 – December 31, 2020: 100%	Email: [REDACTED]

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

Staff Role: Project Manager for Technology Services

*Description of relevant experience:***As the Freeport-McMoRan Project Manager for Technology Services, Arnold's responsibilities included:****Project Scope**

- Performed the execution and overall management of the Managed Services contract and Accenture team for over 10 years, from the project's initiation through its closure
- Managed a team of 245 professionals and their day-to-day activities for designing, developing and implementing technology projects for Freeport-McMoRan including system enhancements and large programs (20,000+ workday efforts), after the initial implementation, delivering ongoing production operations that included managed application, infrastructure, and security services
- Managed and led the project's managed Infrastructure services that included the ongoing operations support, enhancements, and lifecycle management of infrastructure components such as 1,600 on-premises and cloud-hosted servers (Redhat Linux/MS Windows Server OS), five (5) petabytes of storage, Oracle/MS SQL database, desktop imaging/patching for 20,000 desktops/laptops, and technology service desk (English/Spanish languages)
- Managed and led the project's managed application services that included enhancements, support for the SAP Enterprise Resource Planning (ERP) system, 25 COTS packaged applications, and lifecycle management activities such as applying vendor patches and enhancement packs, uplifting underlying technology (operating systems and databases) to N-1 standards, and ongoing performance improvements/enhancements
- Managed and led the project's managed security services that included management of the Security Information Event and Management (SIEM) platform, triage and incident response for SIEM notables, threat vulnerability management (TVM) platform maintenance/scanning coordination/report generation, endpoint security management, detection response and threat hunting, network security management, identity and privileged access security application management, email security application management, application security management, Azure Cloud security operations
- Worked cooperatively with Freeport-McMoRan executives to resolve matters that required executive-level escalation, including those related to contract compliance, project risk mitigation and issue resolution, and any other issue that requires executive management attention
- Managed and monitored Accenture's compliance with contractual obligations and SLAs

**Time**

- Managed and monitored the project schedule to ensure that projects were completed on time
- Developed schedules for new projects and work efforts, including defining the activities, developing work estimates and durations for each activity, and resources required to complete projects on time and on budget

**Cost**

- Oversaw and monitored project budgets to avoid overruns
- Drove the development of solution estimates for projects requested by Freeport-McMoRan, including the analysis of requirements, solutioning, and development of the project plans

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE****Human Resources**

- Oversaw the staff management process, which included assigning staff with the appropriate skills and experience necessary to fulfil the contract's commitments and requirements, and were available through the life of the contract/project
- Developed necessary technical trainings for the staff based on project requirements
- Established a system that expanded the skills of the delivery team professionals via individualized training/certification plans and infused new skills via the onboarding of professionals with new skillsets

**Risks**

- Oversaw the risk and issue management process for the project
- Proactively mitigated project risks and collaborates with the Freeport-McMoRan and other stakeholders to develop risk mitigation plans
- Prepared special reports and presentations related to the project including ongoing status and metrics, issue and resolution, risk, and all necessary ad-hoc reports

**Quality**

- Delivered consistent record of reduced production incidents, automated service requests, and delivered year-over-year reductions in the level of effort and staffing required to maintain and run the environment
- Led quarterly innovation forums with Freeport-McMoRan where new capabilities that could drive efficiency and increase capability within the Freeport-McMoRan ecosystem were showcased. Accenture and Freeport-McMoRan partnered with ecosystem partners to create proofs of concepts and implement pilots to prove the readiness of the offerings before proceeding with full implementations
- Facilitated quarterly reviews with senior Freeport-McMoRan stakeholders (including C-level executives and vice presidents) regarding Accenture's services in areas of high performance, opportunities, and innovation agendas
- Leveraged Accenture's strong relationship with the ecosystem partners (e.g., SAP, Palo Alto, Splunk, Cisco, Microsoft) to address point issues, provide input into product features and enhance the skills of the team through vendor training and certification

**Integration**

- Executed project integration management by coordinating all elements of the project including tasks, resources, stakeholders, schedule, budgets, risks and issues, and communications
- Partnered with Freeport-McMoRan counterparts to create a "one team" culture and mentality that resulted in the transformation and modernization of the application/infrastructure/security capabilities through effective lifecycle management
- Established the project's responsibility assignment matrix (RACI) between the services and owners to establish metrics and criteria for measuring efficacy of service delivery
- Implemented a strong change management process to accommodate evolution of project services
- Drove integration of managed application, infrastructure and security services prevent silos
- Developed and implemented solutions and processes that integrated teams, such as the threat vulnerability management (TVM) process that involved all teams – the Security team maintained the health of the application and infrastructure scanning services while the Application and

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

Infrastructure teams dispositioned the identified vulnerabilities. The teams tightly coordinated development and testing processes between all three functions to address and close vulnerabilities

**Communication**

- Engaged with Freeport-McMoRan executives daily to confirm the project received the required commitment and support
- Provided senior Freeport-McMoRan stakeholders with regular, ongoing executive-level reporting and communications pertaining to the status of project progress, compliance with contract requirements, SLAs, and prepared special, custom reports as needed

**Total Duration of all Projects cited to meet the MQ:**

8 years, 6 months

**Minimum Qualification I-S5**

A minimum of five (5) years of experience within the past ten (10) years, supervising teams of 25 people or greater on Projects that involved large and complex IT systems.

**Project #1****Contact #1**

Company Name: CalSAWS Consortium

Contact Name: [REDACTED]

Project Name: CalSAWS

Company Name: CalSAWS Consortium

Time Period: March 14, 2022 – January 2, 2023 (Ongoing)

Phone Number: [REDACTED]

Percentage of Time: 100%

Email: [REDACTED]

Staff Role: Project Executive (Equivalent to Project Director)

**Description of relevant experience:**

The CalSAWS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

- 1. Integrates with at least two applications, one of which is a COTS:** The CalSAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).
- 2. Interfaces with at least five external systems, at least one of which is real-time:** The CalSAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKs Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.
- 3. Is accessed by at least 1,000 users at multiple locations:** The CalSAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties have migrated, the number of CalSAWS users will be approximately 41,500.
- 4. Has a contract value of at least \$10,000,000 dollars:** The CalSAWS contract value is \$1,425,495,842.
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.

**As the CalSAWS Project Executive (equivalent to Project Manager), Arnold's responsibilities include:**

**Project Scope**

- **Responsible for the execution and overall management of the CalSAWS prime contract and Accenture team**
- **Manages and leads the day-to-day execution and performance of the CalSAWS prime contract's scope and requirements**, which includes:
  - The CalSAWS DD&I Project's scope for migrating the CalWIN Counties to the CalSAWS system, delivering the CalSAWS Customer Service Center solution, CalSAWS Imaging solution, and replatformed analytics reports solution
  - CalSAWS M&O Project's scope, including M&E services, project management services, and infrastructure operations services such as cloud infrastructure operations, database administration, network operations, technical architecture, security operations, identity access management, infrastructure operations, hardware/software, remote hardware maintenance, system performance, and central Service Desk
- **Manages and leads the Accenture team of over 900 personnel across multidisciplinary teams to perform day-to-day activities and deliver the CalSAWS Project's scope and objectives**
- Oversees the overall delivery of application development services, including bi-monthly baseline releases and minor releases for both the CalSAWS DD&I Migration requirements and M&E system change requests
- Led the successful migration of the CalWIN Wave 1 Counties to the CalSAWS system, including the AWS Connect cloud-based customer service center solution and Hyland cloud-based imaging solution; the cutover was completed on time in October 2022. Arnold also oversaw the successful Functional Support effort that provides CalSAWS functional information for the CalWIN Implementation Support Services effort and enables the Wave 1 Counties' readiness for the migration
- Under Arnold's leadership, the project achieved the acceptance/approval of the C-IV/CalACES Migration Final Acceptance Report/Deliverable in 2022
- Drove the development and delivery of the CalSAWS Project's System Security Plan (SSP) and manages the execution of the security processes contained within
- Leads the planning, solutioning, and implementation of solutions for cyber-security vulnerability mitigation and compliance with NIST 800-53 security controls
- Works cooperatively with internal project stakeholders including the Consortium, BenefitsCal contractor, Imaging contractor, QA Services contractor, Central Print contractor, AWS, and external stakeholders such as Counties, CWDA, Federal/State oversight agencies, advocates
- Acts as the primary interface/liaison to the Consortium Executive Director and Consortium Management Team, and engages with Consortium leadership regularly to confirm Consortium expectations are being met
- Prepares special reports and presentations for the project as needed, such as proposed technology options for the Consortium, project work product/deliverable walkthroughs, focused topic presentations for the JPA Board of Directors meetings and Project Steering Committee, etc.

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Manages and monitors Accenture's compliance with contractual obligations and service level agreements (SLAs)
- Provides timely responses to the Consortium's inquiries or requests, including those related to contract requirements or SLAs
- Works cooperatively with the Consortium PMO to resolve escalated issues including, contractual requirements, risk mitigation, CalSAWS enhancements, and any other issue that requires executive management attention

**Time**

- Works closely with the Accenture PMO team on development and maintenance of the CalSAWS project work plan/schedule which includes the CalSAWS DD&I, M&E, and M&O workstreams, and dependencies between those workstreams and other CalSAWS contractors's workstreams
- Manages and monitors project schedule to ensure that projects are completed on time
- Develops schedules for new projects and work efforts, including defining the activities, developing work estimates and durations for each activity, and resources required to complete projects on time and on budget

**Cost**

- Oversees and monitors the budget for Accenture's contract scope for the CalSAWS DD&I and M&O projects to avoid overruns
- Drives the development of solution estimates for projects and changes requested by the Consortium, including the analysis of requirements, solutioning, and development of the project plans

**Human Resources**

- Oversees the staff management process, which includes assigning staff who possess the appropriate skills and experience necessary to fulfil the prime contract's commitments and requirements, and are available through the life of the contract/project
- Developed necessary technical trainings for the staff based on CalSAWS requirements

**Risks**

- Oversees the risk and issue management process across workstreams, which includes the delivery, maintenance, updates, and execution of the CalSAWS Risk and Issue Management Plan of the CalSAWS Project Control Document Deliverable
- Proactively mitigates potential project risks and collaborates with the Consortium and other stakeholders to develop risk mitigation plans
- Prepares special reports and presentations related to the Project including ongoing status and metrics, issue and resolution, risk, and all necessary ad-hoc reports

**Quality**

- Oversees quality management processes from the CalSAWS Quality Management Plan (of the CalSAWS Project Control Document) to ensure deliverables and services meets or exceeds service level requirements; quality processes include the quarterly Accenture quality assurance reviews that include independent interviews with the Consortium Executive Director and Section Directors conducted by an Accenture Quality Assurance Director
- Oversees CMMI Level 4 practices to drive higher-quality deliverables to reduce rework, risks and costs
- Identifies and recommends technology options and innovations that improve CalSAWS solution and service delivery to benefit the collective CalSAWS program and provide the highest value to the Consortium, CalSAWS counties, and Californians

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE****Integration**

- Executes project integration management by coordinating all elements of the project including tasks, resources, stakeholders, schedule, budgets, risks and issues, and communications
- Oversees the Accenture team's overall interactions and collaboration with other CalSAWS contractors and stakeholders
- Manages and resolves gaps and conflicts (such as competing requests, priorities, schedules, and necessary tradeoffs) between Accenture workstreams, as well as between Accenture and other CalSAWS contractors workstreams via cross-contractor/stakeholder collaboration
- Proactively collaborates with other CalSAWS contractors on shared project objectives, including the CalWIN Counties's migration to the CalSAWS system and the related implementation support services, delivery of the CalSAWS Customer Service Center and Imaging solutions for the CalSAWS Counties, successful on-time delivery of the analytics/reports re-platforming project, integration between the CalSAWS System and the BenefitsCal portal, and central print services

**Communication**

- Conveys relevant information to an executive-level audience to confirm the Consortium, State sponsor partners, and other CalSAWS contractors are aware of project status and progress
- Communicates regularly with Accenture managers and team leads, the Consortium Management team, other CalSAWS contractor management teams, and other stakeholders, as needed
- Engages with the Consortium Management Team daily to confirm the CalSAWS project receives the required Consortium commitment and support from Accenture
- Engages with the Consortium Executive Director regularly to discuss project status and performance, risks, and issues, and other project management service-delivery related topics
- Facilitates the CalSAWS Weekly Project Status meeting and presents detailed project status and risks to multiple CalSAWS stakeholders, including the Consortium, representatives from the California Department of Social Services (CDSS), California Department of Healthcare Services (DHCS), and the California Office of Systems Integration (OSI), and other CalSAWS contractors (BenefitsCal, CalWIN Implementation Support Services, Central Print, OCAT, QA Services)
- Presents CalSAWS project risks and issues, and their mitigation and resolution plans at the monthly CalSAWS Risk Management Group meeting with the Consortium Executive Director, Consortium Management team, other CalSAWS contractor project managers, and representatives of CDSS, DHCS, and OSI
- Presents CalSAWS DD&I project status to the Center for Medicaid Services (CMS), U.S. Department of Agriculture Food and Nutrition Services (FNS), and OSI at the monthly IT Project Status meetings
- Presents project status, risks, and issues at an executive-level at monthly CalSAWS Board of Directors meetings, monthly CalSAWS Project Steering Committee meetings, and semi-annual CalSAWS Member Representatives and Board meetings
- Leads topic discussions pertaining to Accenture's CalSAWS DD&I, M&E and M&O scope at the weekly Section Directors meeting with the Consortium Executive Director, Section Directors, and project managers of the BenefitsCal, CalWIN Implementation Support Services, Central Print, OCAT, and QA Services contractors

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE****Building credibility/Fostering relationships**

- Establishes strong working relationships based on trust, integrity and follow-through with Consortium Executive Director, Consortium Section Directors, Consortium Regional Managers, members of the JPA Board of Directors, Project Steering committee members, County directors and fellow CalSAWS Project team members
- Establishes strong working relationships with CalSAWS contractors such as the Deloitte BenefitsCal contractor, Deloitte CalWIN Implementation Support Services contractor, Gainwell Central Print contractor, Ernst & Young (formerly Cambria) OCAT contractor, and the ClearBest QA Services contractor through cross-team collaboration and open communication on shared project objectives
- Works and collaborates with our ecosystem partners, including AWS, Hyland, Oracle, ServiceNow and Adobe to proactively address issues to minimize impact to the Consortium and Counties, developing technical innovation and proof of concepts by providing input into product features with stakeholders

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Freeport-McMoRan	Contact Name: [REDACTED]
Project Name: Infrastructure, Application, and Security Managed Services.	Company Name: Freeport-McMoRan
Time Period: April 1, 2010 – December 31, 2020	Phone Number: [REDACTED]
Percentage of Time: April 1, 2020 – December 31, 2018: 100% January 1, 2019 – January 31, 2020: 75% February 1, 2020 – December 31, 2020: 100%	Email: [REDACTED]
Staff Role: Project Manager for Technology Services	
Description of relevant experience:	
<p>The Freeport-McMoRan project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The Freeport-McMoRan solution integrates 25 COTS applications (like SAP ECC ERP, Ariba, Hyland Brainware, and Hyperion Financials) and uses on-premises and Microsoft Azure server, storage, backup, SQL and Oracle DB, Identity Management, Cisco UCS Net-Backup and Blade Servers, and Citrix.</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> The Freeport-McMoRan SAP ERP solution interfaces with 30+ applications for managing the global mining companies, inventory, financials, supply chain and human resources functions. An example of the real-time interface was that between the on-premises Ariba system with the SAP ERP exchange order and invoice information.</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The Freeport-McMoRan infrastructure and application landscape is accessed by 27,000 global users.</li> </ol>	

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- 4. Has a contract value of at least \$10,000,000 dollars:** The lifetime solution contract value is \$500,000,000.
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The Freeport-McMoRan solution includes multi-tiered architecture including front-end applications optimized for various user interface platforms, custom architecture, and COTS.

**As the Freeport-McMoRan Project Manager for Technology Services, Arnold's responsibilities included:**

**Project Scope**

- Served as the Project Manager for Technology Services for Freeport-McMoRan, which is a large and complex IT system in a health and human services project
- Managed a team of 245 professionals and their day-to-day activities for designing, developing, and implementing technology projects for Freeport-McMoRan including system enhancements and large programs (20,000+ workday efforts), after the initial implementation, delivering ongoing production operations that included managed application, infrastructure, and security services
- Managed and led the project's managed Infrastructure services that included the ongoing operations support, enhancements, and lifecycle management of infrastructure components such as 1,600 on-premises and cloud-hosted servers (Redhat Linux/MS Windows Server OS), five (5) petabytes of storage, Oracle/MS SQL database, desktop imaging/patching for 20,000 desktops/laptops, and technology service desk (English/Spanish languages)
- Managed and led the project's managed application services that included enhancements, support for the SAP Enterprise Resource Planning (ERP) system, 25 COTS packaged applications, and lifecycle management activities such as applying vendor patches and enhancement packs, uplifting underlying technology (operating systems and databases) to N-1 standards, and ongoing performance improvements/enhancements
- Managed and led the project's managed security services that included management of the Security Information Event and Management (SIEM) platform, triage and incident response for SIEM notables, threat vulnerability management (TVM) platform maintenance/scanning coordination/report generation, endpoint security management, detection response and threat hunting, network security management, identity and privileged access security application management, email security application management, application security management, Azure Cloud security operations
- Worked cooperatively with Freeport-McMoRan executives to resolve matters that required executive-level escalation, including those related to contract compliance, project risk mitigation and issue resolution, and any other issue that requires executive management attention
- Managed and monitored Accenture's compliance with contractual obligations and SLAs

**Time**

- Managed and monitored the project schedule to ensure that projects were completed on time
- Developed schedules for new projects and work efforts, including defining the activities, developing work estimates and durations for each activity, and resources required to complete projects on time and on budget

**Cost**

- Oversaw and monitored project budgets to avoid overruns

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Drove the development of solution estimates for projects requested by Freeport-McMoRan, including the analysis of requirements, solutioning, and development of the project plans

**Human Resources**

- Oversaw the staff management process, which included assigning staff with the appropriate skills and experience necessary to fulfil the contract's commitments and requirements, and were available through the life of the contract/project
- Developed necessary technical trainings for the staff based on project requirements
- Established a system that expanded the skills of the delivery team professionals via individualized training/certification plans and infused new skills via the onboarding of professionals with new skillsets

**Risks**

- Oversaw the risk and issue management process for the project
- Proactively mitigated project risks and collaborates with the Freeport-McMoRan and other stakeholders to develop risk mitigation plans
- Prepared special reports and presentations related to the project including ongoing status and metrics, issue and resolution, risk, and all necessary ad-hoc reports

**Quality**

- Delivered consistent record of reduced production incidents, automated service requests, and delivered year-over-year reductions in the level of effort and staffing required to maintain and run the environment
- Led quarterly innovation forums with Freeport-McMoRan where new capabilities that could drive efficiency and increase capability within the Freeport-McMoRan ecosystem were showcased. Accenture and Freeport-McMoRan partnered with ecosystem partners to create proofs of concepts and implement pilots to prove the readiness of the offerings before proceeding with full implementations
- Facilitated quarterly reviews with senior Freeport-McMoRan stakeholders (including C-level executives and vice presidents) regarding Accenture's services in areas of high performance, opportunities, and innovation agendas
- Leveraged Accenture's strong relationship with the ecosystem partners (e.g., SAP, Palo Alto, Splunk, Cisco, Microsoft) to address point issues, provide input into product features and enhance the skills of the team through vendor training and certification

**Integration**

- Executed project integration management by coordinating all elements of the project including tasks, resources, stakeholders, schedule, budgets, risks and issues, and communications
- Partnered with Freeport-McMoRan counterparts to create a "one team" culture and mentality that resulted in the transformation and modernization of the application/infrastructure/security capabilities through effective lifecycle management
- Established the project's responsibility assignment matrix (RACI) between the services and owners to establish metrics and criteria for measuring efficacy of service delivery
- Implemented a strong change management process to accommodate evolution of project services
- Drove integration of managed application, infrastructure and security services prevent silos

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Developed and implemented solutions and processes that integrated teams, such as the threat vulnerability management (TVM) process that involved all teams – the Security team maintained the health of the application and infrastructure scanning services while the Application and Infrastructure teams dispositioned the identified vulnerabilities. The teams tightly coordinated development and testing processes between all three functions to address and close vulnerabilities

**Communication**

- Engaged with Freeport-McMoRan executives daily to confirm the project received the required commitment and support
- Provided senior Freeport-McMoRan stakeholders with regular, ongoing executive-level reporting and communications pertaining to the status of project progress, compliance with contract requirements, SLAs, and prepared special, custom reports as needed

**Total Duration of all Projects cited to meet the MQ:**

8 years, 6 months

**Minimum Qualification I-S6**

A minimum of five (5) years of experience within the past ten (10) years building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, ensuring client is aware of progress/service status; and building credibility and fostering business-partnering relationships.

**Project #1****Contact #1**

Company Name: CalSAWS Consortium

Contact Name: [REDACTED]

Project Name: CalSAWS

Company Name: CalSAWS Consortium

Time Period: March 14, 2022 – January 4, 2023 (Ongoing)

Phone Number: [REDACTED]

Percentage of Time: 100%

Email: [REDACTED]

Staff Role: Project Executive (Equivalent to Project Manager)

*Description of relevant experience:***As the CalSAWS Project Executive (equivalent to Project Manager), Arnold's responsibilities include:****Project Scope**

- Responsible for the execution and overall management of the CalSAWS prime contract and Accenture team
- Manages and leads the day-to-day execution and performance of the CalSAWS prime contract's scope and requirements, which includes:
  - The CalSAWS DD&I Project's scope for migrating the CalWIN Counties to the CalSAWS system, delivering the CalSAWS Customer Service Center solution, CalSAWS Imaging solution, and replatformed analytics reports solution
  - CalSAWS M&O Project's scope, including M&E services, project management services, and infrastructure operations services such as cloud infrastructure operations, database administration, network operations, technical architecture, security operations, identity access management, infrastructure operations, hardware/software, remote hardware maintenance, system performance, and central Service Desk
- Manages and leads the Accenture team of over 900 personnel across multidisciplinary teams to perform day-to-day activities and deliver the CalSAWS Project's scope and objectives

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Oversees the overall delivery of application development services, including bi-monthly baseline releases and minor releases for both the CalSAWS DD&I Migration requirements and M&E system change requests
- Led the successful migration of the CalWIN Wave 1 Counties to the CalSAWS system, including the AWS Connect cloud-based customer service center solution and Hyland cloud-based imaging solution; the cutover was completed on time in October 2022. Arnold also oversaw the successful Functional Support effort that provides CalSAWS functional information for the CalWIN Implementation Support Services effort and enables the Wave 1 Counties' readiness for the migration
- Manages and monitors Accenture's compliance with contractual obligations and service level agreements (SLAs)
- Provides timely responses to the Consortium's inquiries or requests, including those related to contract requirements or SLAs
- Oversees the Accenture team's overall interactions and collaboration with other CalSAWS contractors and stakeholders
- Manages and resolves gaps and conflicts (such as competing requests, priorities, schedules, and necessary tradeoffs) between Accenture workstreams, as well as between Accenture and other CalSAWS contractors workstreams via cross-contractor/stakeholder collaboration

**Working with clients and stakeholders**

- **Proactively collaborates with other CalSAWS contractors on shared project objectives, including the CalWIN Counties's migration to the CalSAWS system and the related implementation support services, delivery of the CalSAWS Customer Service Center and Imaging solutions for the CalSAWS Counties, integration between the CalSAWS System and the BenefitsCal portal, and central print services**
- **Works cooperatively with internal project stakeholders including the Consortium, BenefitsCal contractor, Imaging contractor, QA Services contractor, Central Print contractor, AWS, and external stakeholders such as Counties, CWDA, Federal/State oversight agencies, advocates**
- **Acts as the primary interface/liaison to the Consortium Executive Director and Consortium Management Team, and engages with Consortium leadership regularly to confirm Consortium expectations are being met**
- Prepares special reports and presentations for the project as needed, such as proposed technology options for the Consortium, project work product/deliverable walkthroughs, focused topic presentations for the JPA Board of Directors meetings and Project Steering Committee, etc.
- Works cooperatively with the Consortium PMO to resolve escalated issues including, contractual requirements, risk mitigation, CalSAWS enhancements, and any other issue that requires executive management attention

**Building credibility/Fostering relationships**

- **Establishes strong working relationships based on trust, integrity and follow-through with Consortium Executive Director, Consortium Section Directors, Consortium Regional Managers, members of the JPA Board of Directors, Project Steering committee members, County directors and fellow CalSAWS Project team members**
- **Establishes strong working relationships with CalSAWS contractors such as the Deloitte BenefitsCal contractor, Deloitte CalWIN Implementation Support Services contractor, Gainwell Central Print contractor, Ernst & Young (formerly Cambria) OCAT contractor, and the ClearBest QA Services contractor through cross-team collaboration and open communication on shared project objectives**
- Works and collaborates with our ecosystem partners, including AWS, Hyland, Oracle, ServiceNow and Adobe to proactively address issues to minimize impact to the Consortium and Counties, developing technical innovation and proof of concepts by providing input into product features with stakeholders

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE****Communication/Conveying information to executive-level audiences**

- Conveys relevant information to an executive-level audience to confirm the Consortium, State sponsor partners, and other CalSAWS contractors are aware of project status and progress
- Communicates regularly with Accenture managers and team leads, the Consortium Management team, other CalSAWS contractor management teams, and other stakeholders, as needed
- Engages with the Consortium Management Team daily to confirm the CalSAWS project receives the required Consortium commitment and support from Accenture
- Engages with the Consortium Executive Director regularly to discuss project status and performance, risks, and issues, and other project management service-delivery related topics
- Facilitates the CalSAWS Weekly Project Status meeting and presents detailed project status and risks to multiple CalSAWS stakeholders, including the Consortium, representatives from the California Department of Social Services (CDSS), California Department of Healthcare Services (DHCS), and the California Office of Systems Integration (OSI), and other CalSAWS contractors (BenefitsCal, CalWIN Implementation Support Services, Central Print, OCAT, QA Services)
- Presents CalSAWS project risks and issues, and their mitigation and resolution plans at the monthly CalSAWS Risk Management Group meeting with the Consortium Executive Director, Consortium Management team, other CalSAWS contractor project managers, and representatives of CDSS, DHCS, and OSI
- Presents CalSAWS DD&I project status to the Center for Medicaid Services (CMS), U.S. Department of Agriculture Food and Nutrition Services (FNS), and OSI at the monthly IT Project Status meetings
- Presents project status, risks, and issues at an executive-level at monthly CalSAWS Board of Directors meetings, monthly CalSAWS Project Steering Committee meetings, and semi-annual CalSAWS Member Representatives and Board meetings
- Leads topic discussions pertaining to Accenture's CalSAWS DD&I, M&E and M&O scope at the weekly Section Directors meeting with the Consortium Executive Director, Section Directors, and project managers of the BenefitsCal, CalWIN Implementation Support Services, Central Print, OCAT, and QA Services contractors

Project #2	Contact #2
Company Name: Freeport-McMoRan	Contact Name: [REDACTED]
Project Name: Infrastructure, Application, and Security Managed Services.	Company Name: Freeport-McMoRan
Time Period: April 1, 2010 – December 31, 2020	Phone Number: [REDACTED]
Percentage of Time: April 1, 2020 – December 31, 2018: 100%	Email: [REDACTED]

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

January 1, 2019 – January 31, 2020: 75%

February 1, 2020 – December 31, 2020: 100%

Staff Role: Project Manager for Technology Services

*Description of relevant experience:***As the Freeport-McMoRan Project Manager for Technology Services, Arnold's responsibilities included:****Project Scope**

- Performed the execution and overall management of the Managed Services contract and Accenture team for over 10 years, from the project's initiation through its closure
- Managed a team of 245 professionals and their day-to-day activities for designing, developing and implementing technology projects for Freeport-McMoRan including system enhancements and large programs (20,000+ workday efforts), after the initial implementation, delivering ongoing production operations that included managed application, infrastructure, and security services
- Managed and led the project's managed Infrastructure services that included the ongoing operations support, enhancements, and lifecycle management of infrastructure components such as 1,600 on-premises and cloud-hosted servers (Redhat Linux/MS Windows Server OS), five (5) petabytes of storage, Oracle/MS SQL database, desktop imaging/patching for 20,000 desktops/laptops, and technology service desk (English/Spanish languages)
- Managed and led the project's managed application services that included enhancements, support for the SAP Enterprise Resource Planning (ERP) system, 25 COTS packaged applications, and lifecycle management activities such as applying vendor patches and enhancement packs, uplifting underlying technology (operating systems and databases) to N-1 standards, and ongoing performance improvements/enhancements
- Managed and led the project's managed security services that included management of the Security Information Event and Management (SIEM) platform, triage and incident response for SIEM notables, threat vulnerability management (TVM) platform maintenance/scanning coordination/report generation, endpoint security management, detection response and threat hunting, network security management, identity and privileged access security application management, email security application management, application security management, Azure Cloud security operations
- Worked cooperatively with Freeport-McMoRan executives to resolve matters that required executive-level escalation, including those related to contract compliance, project risk mitigation and issue resolution, and any other issue that requires executive management attention
- Managed and monitored Accenture's compliance with contractual obligations and SLAs
- Implemented a strong change management process to accommodate evolution of project services

**Working with clients and stakeholders**

- **Worked cooperatively with Freeport-McMoRan executives to resolve matters that required executive-level escalation, including those related to contract compliance, project risk mitigation and issue resolution, and any other issue that requires executive management attention**
- Led quarterly innovation forums with Freeport-McMoRan where new capabilities that could drive efficiency and increase capability within the Freeport-McMoRan ecosystem were showcased. Accenture and Freeport-McMoRan partnered with ecosystem partners to create proofs of concepts and implement pilots to prove the readiness of the offerings before proceeding with full implementations

**PART 2 – INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS TABLE**

- Facilitated quarterly reviews with senior Freeport-McMoRan stakeholders (including C-level executives and vice presidents) regarding Accenture's services in areas of high performance, opportunities, and innovation agendas
- Worked and collaborated with our ecosystem partners included proactively addressing issues to minimize impact to the environment, developing technical innovation and proof of concept by providing input into product features with stakeholders
- Proactively mitigated project risks and collaborated with the Freeport-McMoRan and other stakeholders to develop risk mitigation plans
- Established the project's responsibility assignment matrix (RACI) between the services and owners to establish metrics and criteria for measuring efficacy of service delivery
- Leveraged Accenture's strong relationship with the ecosystem partners (e.g., SAP, Palo Alto, Splunk, Cisco, Microsoft) to address point issues, provide input into product features and enhance the skills of the team through vendor training and certification

**Building credibility/Fostering relationships**

- **Established strong working relationships based on trust, integrity and follow-through with Freeport-McMoRan executives and stakeholders**
- **Partnered with Freeport-McMoRan counterparts to create a "one team" culture and mentality that resulted in the transformation and modernization of the application/infrastructure/security capabilities through effective lifecycle management**

**Communication/Conveying information to executive-level audiences**

- **Engaged with Freeport-McMoRan executives daily to confirm the project received the required commitment and support**
- **Provided senior Freeport-McMoRan stakeholders with regular, ongoing executive-level reporting and communications pertaining to the status of project progress, compliance with contract requirements, SLAs, and prepared special, custom reports as needed**
- **Conducted discussions with senior client stakeholders (C-level and VPs) regarding our services in areas of high performance, opportunities, and innovation agendas**

Total Duration of all Projects cited to meet the MQ:			8 years, 6 months	
Minimum Qualification I-S7	Possess and maintain a valid Project Management Institute (PMI) Project Management Professional (PMP) certification throughout the term of this Agreement.			
Certification / Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link; if not available, attach a copy to the offer
Project Management Professional (PMP)	3391525	December 23, 2022	December 23, 2025	<a href="https://www.pmi.org/certifications/certification-resources/registry">https://www.pmi.org/certifications/certification-resources/registry</a>



## 1.2 INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD STAFF QUALIFICATIONS

INFRASTRUCTURE PROJECT MANAGEMENT OFFICE (PMO) LEAD					
<b>PART 1 – RÉSUMÉ</b>					
Contractor	Accenture LLP				
Candidate Name	Lulu Fou				
Position in the Company	Managing Director	Length of Time in Position	22 years		
Project Position & Responsibilities	Infrastructure Project Management Office (PMO) Lead Project responsibilities will be as defined in RFP section 12.1.3.6.2				
Skills & Qualifications for Project Position	<p><b>Skills:</b> Lulu has expert management skills in all nine Project Management Body of Knowledge (PMBOK) elements: integration, scope, time, cost, quality, people, communication, risk, and procurement. She has strong leadership and problem-solving skills. She is proactive and agile, adapts to change easily, and sees the big picture, yet is detail oriented. She has expert-level skills in relevant project management software applications and tools, including the Microsoft Office suite (Timeline and Project), ServiceNow, and Jira.</p> <p><b>Qualifications:</b> Lulu has 32 years of extensive experience in project and program management, including 19 years as the PMO lead for Consortium organizations: CalSAWS, LRS, CalPERS, and C-IV. <b>(MQ I-S8: Exceeds)</b>. For three years and 10 months, Lulu has managed a blended onsite and remote PMO team during the planning, execution, and evaluation of all IT project activities, and she is responsible for all project management knowledge areas: scope, time, cost, human resource, risk, quality, integration, and communication on CalSAWS. <b>(MQ I-S9: Exceeds)</b>. Lulu is a Project Management Professional (PMP) certified by the Project Management Institute (PMI). <b>(MQ I-S10: Meets)</b>.</p>				
<b>Relevant Experience (Add additional tables as needed)</b>					
Project Title	California State Automated Welfare System (CalSAWS)				
Position Title	Program/Project Management Office Lead				
Begin Date	03/2019	End Date	Ongoing	# of Months	46
Scope and Description of Responsibility	<p><b>Scope:</b> Lulu's scope includes overseeing the project management activities for M&amp;O, M&amp;E and DD&amp;I Migration of the 39 C-IV counties and 18 CalWIN counties to CalSAWS. This scope includes managing the development and maintenance of work plans, project timeline, resource assignments, contract compliance and changes, and management of a 900-person project team located in five countries.</p> <p><b>Responsibility:</b> Lulu maintains oversight for all program functions including managing and supervising the Project Management Office (PMO). She confirms proper tracking and updating of requirements from initiation and development through the implementation phase. She monitors and evaluates business management activities</p>				

INFRASTRUCTURE PROJECT MANAGEMENT OFFICE (PMO) LEAD					
	following PMBOK project management guidelines to confirm complete, accurate, and timely auditing. She collaborates with delivery managers to confirm project oversight of all PMO and Organizational Change Management processes and procedures.				
Skills Utilized and Experience Attained	<p><b>Skills:</b> Lulu uses SharePoint and Microsoft Office apps to manage contracts, deliverables, resources, and schedules, and to perform QA, risk and issue management, and reporting. She is skilled in ServiceNow, Pingboard, Office Timeline, Zoom, and Teams.</p> <p><b>Experience:</b> Lulu provides PMO leadership over the Deliverable Management Process, and the creation and maintenance of the CalSAWS Project Control Document (PCD), M&amp;O Services Plan, and M&amp;E services deliverables. She leads the Work Plan team and manages more than 245 work plans and the CalSAWS DD&amp;I critical path. In response to the COVID-19 pandemic, Lulu developed and rolled out training for project staff using Microsoft Teams to transition over 800 personnel from the Rancho Cordova and Norwalk project offices to a remote work model in two weeks.</p>				
Project Title	<b>LEADER Replacement System (LRS)</b>				
Position Title	Project Management Office Manager				
Begin Date	11/2012	End Date	03/2019	# of Months	76
Scope and Description of Responsibility	<p><b>Scope:</b> Lulu managed all projects in the LRS delivery landscape, including managing milestones and dependencies across multiple stakeholders in this large and complex IT system, confirming clear accountabilities and shared understanding of outcomes and impacts, along with timely delivery of quality project deliverables and all work effort.</p> <p><b>Responsibility:</b> Lulu was responsible for the project management of the DD&amp;I phase, data center hosting and operations, central print and mail fulfillment operations, maintenance and operations (M&amp;O), modifications and enhancements (M&amp;E), and project facility management and operations.</p>				
Skills Utilized and Experience Attained	<p><b>Skills:</b> Lulu used SharePoint and the Microsoft Office suite to manage contracts, deliverables, resources, and schedules, and to perform quality assurance, risk and issue management, and reporting. She managed the project plan, dependencies, and budget. She confirmed all solution elements were developed and deployed following quality standards.</p> <p><b>Experience:</b> Lulu managed 75 DD&amp;I deliverables with 100-percent on time submission and 100-percent approval rating. She led 30 people in the Project Management Office (PMO), managed the Norwalk project office buildout (60,000 square feet in 60 days), and managed the Norwalk project office's facilities team that supported over 525 personnel.</p>				
Project Title	<b>California Public Employees' Retirement System (CalPERS)</b>				
Position Title	Program/Project Management Office Lead				

INFRASTRUCTURE PROJECT MANAGEMENT OFFICE (PMO) LEAD					
Begin Date	06/2006	End Date	12/2010	# of Months	55
Scope and Description of Responsibility	<p><b>Scope:</b> Lulu managed a \$200 million contract that included developing the PMO infrastructure and operational processes that led to the management of subcontracts, finances, quality, risk, schedule, resources, the change control process, and deliverable processes.</p> <p><b>Responsibility:</b> Lulu managed the design, development, implementation, testing, maintaining, and converting data from three primary legacy and 11 secondary systems.</p>				
Skills Utilized and Experience Attained	<p><b>Skills:</b> Lulu used Primavera to manage the project schedule and work plans. She used SharePoint and the Microsoft Office suite to manage contracts, deliverables, resources, and schedules, and to perform quality assurance, risk and issue management, and reporting. Lulu managed the project plan, dependencies, and budget. She confirmed all solution elements were developed and deployed following quality standards.</p>				
Project Title	<b>C-IV Consortium</b>				
Position Title	Program/Project Management Office Lead				
Begin Date	03/2001	End Date	05/2006	# of Months	63
Scope and Description of Responsibility	<p><b>Scope:</b> Lulu managed a \$453 million contract for 250 personnel in tandem with the technical program management and implementation of the C-IV system, a large and complex IT system, across four counties to 250 offices, and 7,000 users. She was the Reports Design Confirmation Lead that led to C-IV Final Acceptance.</p> <p><b>Responsibility:</b> Lulu's responsibilities included contract and financial management, subcontractor management of five vendors, procurement, and office and facility management.</p>				
Skills Utilized and Experience Attained	<p><b>Skills:</b> Lulu managed the design, development, testing, infrastructure build, user training, implementation, and maintenance services for the C-IV system, including preparation and execution of Release 1 Pilot, Release 2 Pilot, Release 1 Consortium-wide implementation, and Release 2 Consortium-wide rollout.</p> <p><b>Experience:</b> Lulu managed Reports Design Confirmation and the UAT project for a team of 15 Accenture personnel and 60 users. She completed the redesign and confirmation of 128 federal and State reports.</p>				
<b>Education (add rows as needed)</b>					
<b>Years</b>	<b>Course of Study</b>	<b>School</b>			
09/1985 – 06/1990	Computer Information Systems	California State Polytechnic University, Pomona			
<b>Professional Certifications or Designations (add rows as needed)</b>					
<b>Certification or Designation</b>	<b>Organization</b>	<b>Dates</b>			
Project Management Professional	Project Management Institute (PMI)	August 6, 2010 – August 6, 2025, Certificate: 1351707			

PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification I-S8	A minimum of three (3) years of experience within the past five (5) years leading a PMO in a corporate systems integration organization, Federal, State, County, or Consortium organization.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: CalSAWS Consortium	Contact Name: [REDACTED]
Project Name: CalSAWS	Company Name: CalSAWS Consortium
Time Period: (Month, Day, Year – Month, Day, Year) March 4, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Program/Project Management Office Lead	
<p><i>Description of relevant experience:</i></p> <p>The CalSAWS project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The CalSAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> The CalSAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKs Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The CalSAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties are migrated, the number of CalSAWS users will be approximately 41,500.</li> <li><b>4. Has a contract value of at least \$10,000,000 dollars:</b> The CalSAWS contract value is \$1,425,495,842.</li> <li><b>5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.</li> </ol> <p><b>As the CalSAWS Program/Project Management Office Lead, Lulu's responsibilities include:</b></p> <p><b>Project scope</b></p> <ul style="list-style-type: none"> <li>Serves as the Program/Project Management Office Lead for Accenture, the System Integrator</li> <li>Works closely with the Delivery Managers and provides PMO oversight and support in the execution of Accenture's prime contract responsibilities</li> </ul>	

**PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE**

- Provides overall project management for Accenture M&O, M&E, and CalSAWS DD&I Migration work efforts (e.g., CalSAWS Project Gantt chart and DD&I critical path, CalSAWS Work Plan, risk and issue management, quality management, communication management, contract management, etc.)
- Provides PMO support over the NIST 800-53 audits and implementation of controls in the CalSAWS PCD, M&O Services Plan, and M&E Services Plan deliverables
- Develops and manages annual updates to the CalSAWS PCD, which includes the project management plans for Communications Management, Contract Management, Deficiency Management, Deliverable Management, Quality Management, Risk and Issue Management, and Staff Management
- Manages the execution of project management and project processes and procedures contained within the CalSAWS PCD
- Manages the updates to the M&O Services Plan and M&E Services Plan deliverables and the deliverable management process for CalSAWS DD&I deliverables
- Manages requirements compliance and tracking
- Manages and monitors the Work Plans developed by the Delivery Leads and Project Scheduler
- Manages monthly compliance, monitoring, tracking, and reporting of the service level agreements (SLAs)
- Manages the execution and performance of the CalSAWS prime contract and 25 subcontractor agreements
- Managed the expansion of the facility space at the Rancho Cordova project site
- Automates processes, including the roll-on and roll-off process in ServiceNow

**Time**

- Leads a PMO Work Plan team that manages 245 work plans in Microsoft Office Professional (Cloud-based Plan 3, 2022 version) and 8,430,768 hours across all work plans dating from the beginning of the project to present

**Cost**

- Manages consolidated C-IV services that continue into the existing CalSAWS prime contract
- Manages the contract amendment and change notice processes
- Manages and coordinates with the Accenture leads on Accenture's project budget, monthly invoice projections, and IAPDU and ABQ (premise) updates processes
- Provides financial reporting regarding planned and actual monthly expenditures using contract price schedules

**Human resources**

- Leads and manages the Accenture PMO team consisting of 40 personnel located onshore and offshore
- Transitioned personnel when required, including 800 personnel from the Rancho Cordova and Norwalk project sites to remote work in two weeks
- Reacts with agility to unexpected situations, such as the development and roll out of Microsoft Teams to 800 personnel at the start of the COVID-19 pandemic

**PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE**

- Manages the Rancho Cordova and Norwalk facilities team
- Manages the Inclusion, Diversity, Equity and Advancement (IDEA) program at CalSAWS for 1,500 personnel, including diversity awareness workshops, the CalSAWS Buddy Program, and CalSAWS Table Talks sessions
- Manages the Cultural Transformation program for the entire CalSAWS team of 1,500 personnel that includes the creation of the Power of 58 brand, the CalSAWS "One Team" brand, and one CalSAWS mission—a new, one-team identity for multiple project sites with different cultures
- Implements virtual team engagement initiatives for inclusion of the remote workforce, such as a monthly CalSAWS Connect newsletter, a monthly virtual project-wide/all-staff meeting series with an average of 500 participants, and AAPI, Latinx, Black, LGBTQIA+ Pride employee resource groups

**Risk**

- Manages related issue resolution and risk mitigation strategies after developing and launching the program
- Manages risk and issues for the enterprise CalSAWS program across all Consortium vendors

**Quality**

- Manages the quality assurance program and quality metrics to improve service delivery continuously
- Manages the deliverable management process for quality submission in achieving 100-percent Consortium approval
- Leads and supports the development and delivery of all M&E deliverables and work products, confirming they are the highest quality and are delivered in accordance with the approved M&E Work Plan

**Integration**

- Oversees the PMO in the administration, enhancement, and maintenance of the CalSAWS.org website which was designed, developed, and rolled out in two months
- Managed the integration of project management activities across the Accenture teams
- Managed 81 DD&I Deliverables with 100-percent on time submission and 100-percent approval ratings

**Communication**

- Builds strong working relationships with key internal and external stakeholders
- Provided leadership direction across the Accenture functional teams to gain approval of the CalACES Migration Final Acceptance deliverable for the C-IV Counties' migration to the CalSAWS System
- Coordinates the monthly IT Project Status Meetings with the Accenture teams, the Office of Systems Integration (OSI), the United States Department of Agriculture Food and Nutrition Service (FNS), and Centers for Medicare and Medicaid Services (CMS)
- Provides Zoom host and technical support for the monthly CalSAWS Joint Powers Authority (JPA) board meetings and project steering committee meetings
- Provides PMO leadership oversight for the CMS Streamlined Modular Certification for the CalSAWS DD&I Project
- Prepares and facilitates the Consortium weekly Section Directors' meetings for the Consortium Executive Director

**PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE**

- Coordinates and prepares for the weekly CalSAWS project status agenda and status reports across all Consortium vendors, and serves as backup facilitator of the weekly status meetings
- Plans and coordinates logistics onsite and remotely for the annual CalSAWS conferences

<b>Project #2</b>	<b>Contact #2</b>
Company Name: LA County Department of Public Social Services (DPSS)	Contact Name: [REDACTED]
Project Name: LEADER Replacement System (LRS)	Company Name: LA County DPSS, Former Project Executive Director
Time Period: (Month, Day, Year – Month, Day, Year) November 7, 2012 – March 3, 2019	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Project Management Office Manager	
<p><i>Description of relevant experience:</i></p> <p>The LRS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The LRS solution integrated with a member self-service portal, IVR, EDMS (document imaging), call center application, mobile apps, and a real-time lobby check-in. LRS and ancillary services use 60 off the shelf software components as part of the overall solution including Adobe, Cisco, IBM, Informatica, Oracle, Pitney Bowes, SAP, ServiceNow, and VMWare.</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> The LRS solution interfaced with several real time external systems including MEDS, IEVS, DMS/ELP, CalWIN, Department of Children and Family Services (DCFS), Child Support, Department of Public Social Services (DPSS), and CalHEERS (near real time).</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The LRS solution was accessed by 13,000 Los Angeles County users at 130 office locations.</li> <li><b>4. Has a contract value of at least \$10,000,000 dollars:</b> The solution contract value was \$1,054,145,353 (initial term, amended).</li> <li><b>5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The LRS solution includes multi-tiered architecture including front-end applications optimized for a variety of user interface platforms.</li> </ol> <p><b>Lulu was the Project Management Office Manager for LRS. As the Project Management Office Manager, her responsibilities included:</b></p> <p><b>Project scope</b></p> <ul style="list-style-type: none"> <li>• Served as the Project Management Office Manager on LRS, which was a large and complex IT system in a health and human services project</li> </ul>	

**PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE**

- Led and managed the PMO, consisting of a team of approximately 30 personnel
- Developed and maintained standards, templates, and project management processes
- Managed the buildout of the Norwalk Project Office, consisting of 60,000 square feet in 60 days
- Managed two major subcontractors supporting the data center provider and print vendor
- Led and achieved final acceptance of the LRS system
- Created, implemented, and maintained the LRS Project Control Document (PCD), M&O Services Plan, and M&E Services Plan
- Managed the Norwalk Project Office facilities for 525 personnel
- Managed and executed the compliance of the LRS agreement and requirements
- Managed the contract amendment and change notices process

**Time**

- Managed the project schedule, meeting 100-percent on-time delivery

**Cost**

- Managed the budget and client billings to deliver the LRS agreement on budget
- Managed the execution and compliance of the LRS agreement total price at approximately \$630 million
- Managed the warranty process

**Human resources**

- Managed the compliance of subcontractor agreements for approximately 10 staff augmentation vendors

**Risk**

- Managed the risk and issue management processes

**Quality**

- Managed the quality assurance program, metrics, and continuous improvement initiatives

**Integration**

- Managed 75 DD&I deliverables with 100-percent on time submission and 100-percent approval rating

**Communication**

- Managed project reporting and facilitated the weekly project status meetings
- Managed the change control board process and facilitated the change control meetings

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>5 years</b>
Minimum Qualification I-S9	A minimum of three (3) years of experience directly responsible for supporting activities in the following Project Management knowledge areas: scope, time, cost, human resource, risk, quality, integration and communication.	
<b>Project #1</b>		<b>Contact #1</b>
Company Name: CalSAWS Consortium		Contact Name: [REDACTED]

PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE	
Project Name: CalSAWS	Company Name: CalSAWS Consortium
Time Period: (Month, Day, Year – Month, Day, Year) March 4, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Program/Project Management Office Lead	
<p><i>Description of relevant experience:</i></p> <p>The CalSAWS project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The CalSAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> The CalSAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKs Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The CalSAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties are migrated, the number of CalSAWS users will be approximately 41,500.</li> <li><b>4. Has a contract value of at least \$10,000,000 dollars:</b> The CalSAWS contract value is \$1,425,495,842.</li> <li><b>5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.</li> </ol> <p><b>As the CalSAWS Program/Project Management Office Manager, Lulu's responsibilities included:</b></p> <p><b>Project scope</b></p> <ul style="list-style-type: none"> <li>Serves as the Program/Project Management Office Lead for Accenture, the System Integrator</li> <li>Works closely with the Delivery Managers and provides PMO oversight and support in the execution of Accenture's prime contract responsibilities</li> <li>Provides overall project management for Accenture M&amp;O, M&amp;E, and CalSAWS DD&amp;I Migration work efforts (e.g., CalSAWS Project Gantt chart and DD&amp;I critical path, CalSAWS Work Plan, risk and issue management, quality management, communication management, contract management, etc.)</li> </ul>	

**PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE**

- Provides PMO support over the NIST 800-53 audits and implementation of controls in the CalSAWS PCD, M&O Services Plan, and M&E Services Plan deliverables
- Develops and manages annual updates to the CalSAWS PCD, which includes the project management plans for Communications Management, Contract Management, Deficiency Management, Deliverable Management, Quality Management, Risk and Issue Management, and Staff Management
- Manages the execution of project management and project processes and procedures contained within the CalSAWS PCD
- Manages the updates to the M&O Services Plan and M&E Services Plan deliverables and the deliverable management process for CalSAWS DD&I deliverables
- Manages requirements compliance and tracking
- Manages and monitors the Work Plans developed by the Delivery Leads and Project Scheduler
- Manages monthly compliance, monitoring, tracking, and reporting of the service level agreements (SLAs)
- Manages the execution and performance of the CalSAWS prime contract and 25 subcontractor agreements
- Managed the expansion of the facility space at the Rancho Cordova project site
- Automates processes, including the roll-on and roll-off process in ServiceNow

**Time**

- Leads a PMO Work Plan team that manages 245 work plans in Microsoft Office Professional (Cloud-based Plan 3, 2022 version) and 8,430,768 hours across all work plans dating from the beginning of the project to present

**Cost**

- Manages consolidated C-IV services that continue into the existing CalSAWS prime contract
- Manages the contract amendment and change notice processes
- Manages and coordinates with the Accenture leads on Accenture's project budget, monthly invoice projections, and IAPDU and ABQ (premise) updates processes
- Provides financial reporting regarding planned and actual monthly expenditures using contract price schedules

**Human resources**

- Leads and manages the Accenture PMO team consisting of 40 personnel located onshore and offshore
- Transitioned personnel when required, including 800 personnel from the Rancho Cordova and Norwalk project sites to remote work in two weeks
- Reacts with agility to unexpected situations, such as the development and roll out of Microsoft Teams to 800 personnel at the start of the COVID-19 pandemic
- Manages the Rancho Cordova and Norwalk facilities team
- Manages the Inclusion, Diversity, Equity and Advancement (IDEA) program at CalSAWS for 1,500 personnel that includes diversity awareness workshops, the CalSAWS Buddy Program, and CalSAWS Table Talks sessions

**PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE**

- Manages the Cultural Transformation program for the entire CalSAWS team of 1,500 personnel that includes the creation of the Power of 58 brand, the CalSAWS "One Team" brand, and one CalSAWS mission—a new, one-team identity for multiple project sites with different cultures
- Implements virtual team engagement initiatives for inclusion of the remote workforce, such as a monthly CalSAWS Connect newsletter, a monthly virtual project-wide/all-staff meeting series with an average of 500 participants, and AAPI, Latinx, Black, LGBTQIA+ Pride employee resource groups

**Risk**

- Manages related issue resolution and risk mitigation strategies after developing and launching the program
- Manages risk and issues for the enterprise CalSAWS program across all Consortium vendors

**Quality**

- Manages the quality assurance program and quality metrics to improve service delivery continuously
- Manages the deliverable management process for quality submission in achieving 100-percent Consortium approval
- Leads and supports the development and delivery of all M&E deliverables and work products, confirming they are the highest quality and are delivered in accordance with the approved M&E Work Plan

**Integration**

- Manages the integration of project management activities across the DD&I projects
- Manages the integration of project management activities across the M&E and M&O services
- Manages the development of the CalSAWS.org website which was designed, developed, and rolled out in just two months

**Communication**

- Builds strong working relationships with key internal and external stakeholders
- Provided leadership direction across the Accenture teams to gain approval of the CalACES Migration Final Acceptance deliverable for the C-IV Counties' migration to the CalSAWS System
- Coordinates the monthly IT Project Status Meetings across the Accenture teams and with OSI, FNS, and CMS
- Provides Zoom host and technical support for the monthly CalSAWS JPA board meetings and project steering committee meetings
- Provides PMO leadership oversight for the CMS Streamlined Modular Certification for the CalSAWS DD&I Project
- Prepares and facilitates the Consortium weekly Section Directors' meetings for the Consortium Executive Director
- Coordinates and prepares for the weekly CalSAWS project status agenda and status reports across all Consortium vendors, and serves as backup facilitator of the weekly status meetings
- Plans and coordinates logistics onsite and remotely for the annual CalSAWS conferences

Project #2	Contact #2
Company Name: LA County Department of Public Social Services (DPSS)	Contact Name: [REDACTED]

PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE	
Project Name: LEADER Replacement System (LRS)	Company Name: LA County DPSS, Former Project Executive Director
Time Period: (Month, Day, Year – Month, Day, Year) November 7, 2012 – March 3, 2019	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Project Management Office Manager	
<p><b>Description of relevant experience:</b></p> <p>The LRS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The LRS solution integrated with a member self-service portal, IVR, EDMS (document imaging), call center application, mobile apps, and a real-time lobby check-in. LRS and ancillary services use 60 off the shelf software components as part of the overall solution including Adobe, Cisco, IBM, Informatica, Oracle, Pitney Bowes, SAP, ServiceNow, and VMWare.</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> The LRS solution interfaced with several real time external systems including MEDS, IEVS, DMS/ELP, CalWIN, Department of Children and Family Services (DCFS), Child Support, Department of Public Social Services (DPSS), and CalHEERS (near real time).</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The LRS solution was accessed by 13,000 Los Angeles County users at 130 office locations.</li> <li><b>4. Has a contract value of at least \$10,000,000 dollars:</b> The solution contract value was \$1,054,145,353 (initial term, amended).</li> <li><b>5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The LRS solution includes multi-tiered architecture including front-end applications optimized for a variety of user interface platforms.</li> </ol> <p><b>Lulu was the Project Management Office Manager for LRS. As the Project Management Office Manager, her responsibilities included:</b></p> <p><b>Project scope</b></p> <ul style="list-style-type: none"> <li>• Served as the Project Management Office Manager on LRS, which was a large and complex IT system in a health and human services project</li> <li>• Managed the scope management and requirements compliance processes</li> <li>• Managed the change control board process and facilitated the change control meetings</li> <li>• Managed and supported the Public Records Act requests</li> <li>• Developed the work plan with critical path and cross team dependencies</li> <li>• Maintained the LRS organization chart</li> </ul> <p><b>Time</b></p> <ul style="list-style-type: none"> <li>• Managed the project schedule, meeting 100-percent on time delivery</li> </ul>	

**PART 2 – INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS TABLE****Cost**

- Managed the fiscal budget, cost, and hardware and software procurement processes
- Provided weekly reporting of budget, schedule variance, look ahead, and schedule performance index (SPI) metrics reporting

**Human Resources**

- Managed the roll-on, orientation, and roll-off process for all personnel
- Managed the Accenture personnel performance process
- Implemented and managed the Accenture mentor program, recognition program, and retention program
- Provided the monthly 24-month staffing plan

**Risk**

- Managed the monthly risk and issue management processes
- Maintained the Risk Management Process in the PCD

**Quality**

- Managed the quality assurance program, quality metrics, and continuous improvement initiatives
- Managed the deficiency management processes and low production defect backlog

**Integration**

- Oversees the PMO in the administration, enhancement, and maintenance of the CalSAWS.org website which was designed, developed, and rolled out in just two months
- Managed the integration of project management activities across the Accenture teams
- Managed 75 DD&I Deliverables with 100-percent on time submission and 100-percent approval rating

**Communication**

- Managed the LRS internal project communication processes
- Provided input and support to the LA County Department of Public Social Services (DPSS) monthly DPSSTAT executive meetings
- Supported and coordinated the LRS monthly Steering Committee meetings

**Total Duration of all Projects cited to meet the MQ:****10 years 2 months**

Minimum Qualification I-S10	Possess and maintain a valid Project Management Institute (PMI) Project Management Professional (PMP) certification throughout the term of this Agreement.			
Certification / Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link; if not available, attach a copy to the offer
Project Management Professional (PMP)	1351707	08/2010	08/2025	<a href="https://pmi.org/certifications/certification-resources/registry">pmi.org/certifications/certification-resources/registry</a>



THIS IS TO CERTIFY THAT

**Wei M. Fou**

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE  
IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND  
RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

**Project Management Professional (PMP)®**

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE

A handwritten signature in black ink, reading 'Jennifer Tharp'.

Jennifer Tharp | Chair, Board of Directors



A handwritten signature in black ink, reading 'Pierre Le Manh'.

Pierre Le Manh | President & CEO

PMP® Number: 1351707

PMP® Original Grant Date: 06 August 2010

PMP® Expiration Date: 06 August 2025



### 1.3 INFRASTRUCTURE DELIVERY INTEGRATION MANAGER STAFF QUALIFICATIONS

INFRASTRUCTURE DELIVERY INTEGRATION MANAGER				
PART 1 – RÉSUMÉ				
Contractor	Accenture LLP			
Candidate Name	James Gnesda			
Position in the Company	Technology Delivery Lead	Length of Time in Position	10 years	
Project Position & Responsibilities	Infrastructure Delivery Integration Manager Project responsibilities are as defined in RFP section 12.1.3.6.3.			
Skills & Qualifications for Project Position	<p><b>Skills:</b> James is skilled in infrastructure delivery integration and exceeds the mandatory requirements. His technical skills include application architecture, configuration and release management, design and build enablement, eligibility and enrollment, health data analytics, cloud strategy and assessment, data analytics, shareholder value analysis, and value analysis and prioritization. His project and program management skills include program project management, estimation and planning, scope management, Project Management Body of Knowledge (PMBOK), and communication.</p> <p><b>Qualifications:</b> James has 20 years of experience leading and delivering complex technology initiatives in California. He has more than 10 years of experience coordinating multidisciplinary teams over various functional and technical areas in a leadership capacity on projects that involved large and complex IT systems <b>(MQ I-S11: Exceeds)</b>. James was the Application Development and Integration Lead for CalHEERS, a project similar in size and scale to CalSAWS <b>(MQ I-S12: Exceeds)</b>. For 10 years, James was assigned to CalHEERS then to CDPH Vaccine Management as a full-time equivalent (FTE). He has extensive experience using traditional waterfall, agile and hybrid-agile delivery methodologies for both projects <b>(MQ I-S13: Exceeds)</b>. James has 9.5 years of experience building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, making sure clients and stakeholders are aware of progress/service status; and building credibility and fostering business-partnering relationships. He has demonstrated this capability on varied projects including State-based healthcare exchanges, integrated eligibility systems and vaccine management implementation and operations <b>(MQ I-S14: Exceeds)</b>.</p>			
Relevant Experience (Add additional tables as needed)				
Project Title	California Department of Public Health (CDPH) Vaccine Management			
Position Title	CDPH Client Account Lead			
Begin Date	12/2020	End Date	Ongoing	# of Months 25

INFRASTRUCTURE DELIVERY INTEGRATION MANAGER					
Scope and Description of Responsibility	<p>Scope: As the CDPH Client Account Lead for the CDPH Vaccine Management Program, James develops and executes activities related to end-to-end project management, including project plans and estimates, scoping, and requirements through implementation and deployment. He also proactively monitors, manages, and reports on the execution of deliverables. With Accenture as the prime contractor, he leads the team that is developing and overseeing the project to support the statewide vaccination campaign. The Accenture-built and implemented Vaccine Management solution is a large-scale system integration. In delivering these solutions, his teams use the Agile Software Development Life Cycle (SDLC) approach to configure the systems, launch them in a matter of weeks, and deploy additional critical features every two weeks.</p> <p>Description of Responsibility: James is responsible for developing and executing activities related to end-to-end project management. He works across multiple teams and client stakeholders to align with project goals, schedules, and strategic initiatives. James leads Project team stand-up calls, weekly operations meetings, and monthly client steering committee meetings—managing issues and risk logs and escalations and reporting on overall project status to the client executive team.</p>				
Skills Utilized and Experience Attained	<p>Skills Utilized: In his role, James uses his strong leadership, planning, risk management, and communication skills for end-to-end project management. He uses his skills in application architecture, configuration and release management, design and build enablement, payer eligibility and enrollment, health data analytics, cloud strategy and assessment, data analytics, shareholder value analysis, and value analysis and prioritization to provide inputs to testing efforts and metrics.</p> <p>Experience Attained: James has attained and continues to attain experience in end-to-end project management and fostering business-partnering relationships through his work with CDPH Vaccine Management. He serves as a point of contact for CDPH Vaccine Management teams and has attained valuable experience in monitoring the effectiveness of team and contractor interactions with the best interests of the client in mind.</p>				
Project Title	<b>California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)</b>				
Position Title	Application Development and Integration Lead				
Begin Date	06/2012	End Date	04/2020	# of Months	95
Scope and Description of Responsibility	<p><b>Scope:</b> James led the design and development of CalHEERS for the State of California. This effort involved working with the COO, CTO, and the executive director of Covered California along with Senior Leadership at DHCS regularly to determine key priorities and strategic drivers of maximizing consumer enrollment and retention. James drove key program and policy decisions with executive leadership at CalHEERS, Covered CA, and DHCS and regularly consulted with CalHEERS, Covered California and DHCS on key business decisions on service center support, health plan offerings, and selection and enrollment processes. He also managed more than more than 100 employees for more than eight years with a 100,000-hour work plan through the Software</p>				

INFRASTRUCTURE DELIVERY INTEGRATION MANAGER		
	<p>Development Life Cycle (SDLC) including requirements analysis of more than 700 business and technical requirements and creating functional and detailed designs to satisfy those requirements. His role managed multiple roles and interactions to make sure that teams worked collectively to achieve program goals.</p> <p><b>Description of Responsibility:</b> As the Application Development and Integration Lead, James was responsible for planning and managing the development team's work effort, managing the flow and quality of team deliverables while verifying that deadlines were met. James also identified changes in scope or work effort that would have resulted in changes to work plans, documenting, and communicating issues related to development activities and providing the Project Management team with weekly status updates. He conducted large-scale system development management from start-up through maintenance and operations and was responsible for problem resolution with Senior Executive Clients and Stakeholders.</p>	
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> In his role, James used his leadership, planning, risk management, and communication skills to lead the design and development of CalHEERS. He used his leadership and interpersonal skills to work with executive leadership to determine key priorities and strategic drivers to maximize enrollment and retention.</p> <p><b>Experience Attained:</b> James attained experience working with large-scale system development management from start-up through maintenance and operations and large-scale portal redesign using user-centered processes to achieve stakeholder buy-in and consumer-first results. He also gained further experience in senior executive client and stakeholder tactical and strategic relationship skills as well as problem resolution communication.</p>	
Education (add rows as needed)		
Years	Course of Study	School
08/1997 – 08/2001	B.S., Business Administration	California Polytechnic State University-San Luis Obispo
Professional Certifications or Designations (add rows as needed)		
Certification or Designation	Organization	Dates
Project Management Professional	Project Management Institute	August 21, 2018 – August 20, 2024; Certificate: 2239913 James will renew and maintain certification throughout the life of the contract.

PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification I-S11	A minimum of two (2) years of experience coordinating multidisciplinary teams over various functional and technical areas in a leadership capacity on Projects that involved large and complex IT systems.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: California Department of Public Health (CDPH)	Contact Name: [REDACTED]
Project Name: CDPH Vaccine Management	Company Name: CDPH Vaccine Management
Time Period: December 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: CDPH Client Account Lead (Equivalent to Delivery Integration Manager)	
<p><i>Description of relevant experience:</i></p> <p><b>MQ I-S11 A minimum of two (2) years of experience coordinating multidisciplinary teams over various functional and technical areas in a leadership capacity on Projects that involved large and complex IT systems.</b></p> <p>The CDPH Vaccine Management project meets the definition of a "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The Vaccine Management solution integrates with MuleSoft, Salesforce AWS, and DocuSign, all of which are COTS platforms.</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> Through MuleSoft, Salesforce, AWS, and DocuSign platforms, the Vaccine Management solution integrated with the CDPH, California Department of Technology (CDT), California Governor's Office of Emergency Services (CalOES), local health jurisdictions (LHJs), Centers for Disease Control and Prevention (CDC), U.S. Food and Drug Administration (FDA) through the Vaccine Adverse Event Reporting System (VAERS), California Department of Motor Vehicles (DMV), San Francisco Health Department, Los Angeles Health Department, educational institutions, clinics, and State and local government databases. The Vaccine Management solution used Accenture's Artificial Intelligence Plus (AIP+) platform of pre-integrated components—including a lake, warehouse, and processing tools for data along with advanced analytical tools and artificial intelligence—that were hosted on the cloud with Amazon Web Services (AWS). We used Salesforce Cloud to integrate public health and third-party data from various sources and feed it into the AIP+ platform in real time.</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The Vaccine Management portal was accessed by 16,000 COVID-19 vaccine providers and by more than two million residents.</li> <li><b>4. Has a contract value of at least \$10,000,000 dollars:</b> The total contract value was \$283,000,000.</li> <li><b>5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The Vaccine Management portal (for providers) included multi-tiered architecture including front-end applications optimized for various user interface</li> </ol>	

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

platforms. The myCAVax end-to-end architecture includes a public web front-end portal with eight language translations, a back-end data model with fuzzy match algorithms and immunization registry integration, a virtual assistant tool with process flows for the public to report issues, a security and integration tool to identity verification solution, and a staff remediation tool with AI-driven automation for data remediation.

As the CDPH Client Account Lead, James's responsibilities include:

**Leadership and Program Scope Management**

- **Manages and coordinates work across multidisciplinary teams across all workstreams for the Vaccine Management Program, which is comprised of 270 Accenture personnel (over 700 Accenture personnel at peak)**
- **Leads and coordinates the functional, analytics and reporting, service desk, integrations (MuleSoft, CalREDIE), security, marketing, program and project management, communications, technical and training teams to develop and implement the three vaccine management systems: myCAVax, My Turn, and Digital Vaccine Record (DVR). Each system is an integrated digital system and end-to-end user experience, including ongoing enhancements and agile-based feature releases**
- **Oversaw the design, development, test and implementation of the statewide vaccination system that supports the inoculation of 50,000 people daily at peak (and over 86M Californians to date) and the statewide clinic operations support to 9,000+ providers, Local Health Jurisdictions (LHJs), and counties**
- **Led the coordination of functional and technical teams to design, develop, test, and implement a minimum viable product (MVP) for the my Turn application within 10 days of the project start. The myTurn system became the clinicians and Californians' main public source for COVID-19 vaccine eligibility information and supports appointment scheduling in 14 languages.**
- **Managed the expanded vaccination management capabilities beyond COVID-19 into the State's administration of flu vaccines**
- **Oversaw the design, development, test, and implementation of over 80 vaccine management feature releases that were deployed within a span of eight months**
- **Managed the communication of the vaccine management program functional releases/enhancements to the Local Health Jurisdictions (LHJs) via the weekly LHJ Council meetings; the LHJs' executives utilized the information to make decisions about opting in/out of the vaccine management application features**
- **Collaborates with the Vaccine Management Program's director and program management on the project's direction and strategies**
- **Serves as an executive-level escalation point for topics and concerns raised by CDPH executives and Accenture team leads**
- **Manages application release priorities and the development of estimates, scoping, and requirements for application enhancements through implementation**
- **Manages the creation and execution of plans and processes that governed multiple teams, including organization charts, project personnel rosters, and roles and responsibilities**

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE****Effectiveness and Coordination**

- Collaborates with the CDPH program management contractor and monitors the effectiveness of interactions between the Accenture delivery team and CDPH program management contractor
- Monitors and clarifies lines of delineation between and among teams and contractors
- Provides coordination services to confirm all team members remain aligned with CDPH goals, schedules, and strategic initiatives via twice-weekly meetings with Accenture team leads
- Leads, facilitates, and presents project status updates at the weekly and monthly Vaccine Management Program's Program Status meeting series that includes participants from CDPH executives and the CDPH program management contractor; also manages the collection of project status inputs from the CDPH team and CDPH program management contractor

**Testing**

- Coordinates timing and entry/exit criteria associated with design, build, test, and delivery across the Accenture delivery teams and CDPH program management
- Provides input into testing efforts for myCAVax feature releases and enhancements

**Aligning Teams**

- Serves as first point of contact to resolve disputes between and/or among delivery teams and an executive-level escalation for concerns raised by CDPH executives
- Resolves conflicting tasks, priorities, and resources for the delivery of vaccine management application releases and maintenance and operations
- Provides input into the determination of project priorities, including application release priorities and strategies, to support CDPH's delivery of vaccine eligibility support to clinicians and Californians
- Aligns teams to enable Vaccine Management project success

**Reporting and Communication**

- Presents project status updates Vaccine Management Program's Program Status meeting series that occurs weekly and monthly (twice daily during the project's initial design, development, and implementation phase) and includes participants from CDPH executives (including the CIO, Epidemiologist, Chief Field Services Officer, and Program Coordination) and the CDPH program management contractor
- Provides status updates and strategic input during Program Strategy meetings that includes the CDPH Director and Deputy Director
- Provides reports and metrics regarding the effectiveness and timeliness of team interactions
- Communicates and reports on CDPH matters on an ongoing basis

Project #2	Contact #2
Company Name: California Office of Systems Integration, Covered California	Contact Name: <span style="background-color: black; color: black;">[REDACTED]</span>

PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE	
Project Name: CalHEERS	Company Name: CalHEERS
Time Period: June 1, 2012 – April 22, 2020	Phone Number: [REDACTED] [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Application Development and Integration Lead	
<p><i>Description of relevant experience:</i></p> <p><b>MQ I-S11 A minimum of two (2) years of experience coordinating multidisciplinary teams over various functional and technical areas in a leadership capacity on Projects that involved large and complex IT systems.</b></p> <p>The CalHEERS project meets the definition of a “large and complex IT system,” based on the following criteria defined in the RFP:</p> <ul style="list-style-type: none"> <li>• <b>Integrates with at least two applications, one of which is a COTS:</b> The CalHEERS solution integrated with eight COTS applications, including Oracle and GetInsured, for healthcare eligibility, enrollment, and billing.</li> <li>• <b>Interfaces with at least five external systems, at least one of which is real-time:</b> The CalHEERS solution integrated with the Department of Health Care Services MEDS system (real time), as well as the California Statewide Automated Welfare systems, including C-IV (consortium of 39 counties), LEADER Replacement System (LRS), Los Angeles County, and CalWIN (consortium of 18 counties). Additional legacy systems interfaced to insurance carriers, State and federal verification services, and systems of organizations such as Franchise Tax Board (FTB), Employment Development Department (EDD), and the Internal Revenue Service.</li> <li>• <b>Is accessed by at least 1,000 users at multiple locations:</b> The CalHEERS solution was accessed by 5.5 million users in multiple locations.</li> <li>• <b>Has a contract value of at least \$10,000,000 dollars:</b> The total contract value was approximately \$1,090,000,000.</li> <li>• <b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalHEERS solution included a customer-facing user interface built on REACT that was optimized for a mobile and desktop experience. The solution included an application and data layer along with a rules engine and implemented micro-services to access various services across the solution.</li> </ul> <p><b>As the CalHEERS Application Development and Integration Lead, James’s responsibilities included:</b></p> <p><b>Leadership and Program Scope Management</b></p> <ul style="list-style-type: none"> <li>• Managed and coordinated multidisciplinary teams for design, development, and testing for the CalHEERS Project</li> <li>• Managed more than 100 professionals across multidisciplinary teams that performed over 100,000 hours of work annually</li> <li>• Led the successful on-time design, development, and implementation of the CalHEERS system that was delivered within 14 months. This effort involved working with the COO, CTO and the Executive Director of Covered California (the California Health Benefit Exchange) on a regular basis to determine key priorities and strategic drivers of maximizing consumer enrollment and retention</li> </ul>	

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- **Led design, development, and test teams through the CalHEERS project's software development lifecycle (SDLC) including requirements analysis of over 700 business and technical requirements and creation of functional and detailed designs to satisfy those requirements**
- **Led the successful integration of the state health benefit exchange with the county-based SAWS eligibility systems and the federal hub**
- **Managed the design, development and implementation of system enhancements for the CalHEERS system for bi-monthly baseline releases and emergency releases** Managed the end-to-end process for over 1,000 change requests for system enhancements. This included coordinating Accenture functional and technical teams on requirements analysis, scoping and solutioning, and developing project plans and solution estimates through implementation and deployment. James also collaborated with CalHEERS, Covered California and DHCS executives on the reviews and approvals of change requests.
- Led the successful user experience (UX)/user interface (UI) redesign of the health benefit exchange website and portal using user-centered design principles
- Worked across the service delivery lifecycle on engineering solutions for new integrations including system rollouts, major and minor enhancements, and/or ongoing maintenance of existing applications

**Effectiveness and Coordination**

- Collaborated with the CalHEERS program management and executives to monitor the effectiveness of interactions between the Accenture delivery team and other CalHEERS contractors, such as the CalHEERS training contractor and GetInsured
- As a contributing member to the Executive Steering Committee, drove key program and policy decisions with executive leadership at Covered California and DHCS; collaborated with CalHEERS, the California Department of Healthcare Services (DHCS), and Covered California to develop release plans and the 24-month roadmap
- Worked with Covered California's Executive Director, COO and CTO regularly to determine key priorities and strategic drivers of maximizing consumer enrollment and retention
- Consulted with Covered California on key business decisions on service center support, health plan offerings, and the selection and enrollment processes
- Managed the Development and Maintenance teams' work effort and promoted adherence to budget, schedule, and scope
- Managed the development and delivery of design deliverables and work products

**Testing**

- Directed a change request process, system integration testing, user acceptance testing, and federal authorization to connect testing
- Developed and updated project plans and objectives, system specifications, and rollout schedules
- Monitored system operations and performance throughout implementation and go-live and coordinated with the CalHEERS production operations team lead to resolve issues relating to system performance

**Aligning Teams**

- Serves as an executive-level escalation point for topics and concerns raised by CalHEERS, Covered California, and DHCS executives and Accenture team leads

PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"> <li>Resolved conflicting tasks, priorities, and resources for the delivery of system enhancements and application releases for the CalHEERS system</li> <li>Provides input into the determination of project priorities, including CalHEERS application releases and the CalHEERS 24-month roadmap</li> <li>Aligns teams to enable CalHEERS project success</li> </ul>	
<b>Reporting and Communication</b>	
<ul style="list-style-type: none"> <li>Presented project status updates to the CalHEERS executives, Covered California's Executive Director, COO and CTO, and DHCS executives at weekly project status meetings</li> <li>Presented project status updates and topics related to project priorities to CalHEERS executives, Covered California's Executive Director, COO and CTO, and DHCS executives at CalHEERS Project Steering Committee meetings</li> <li>Presented project status updates at the Assembly Bill (AB) 1296 Stakeholder meeting series that was facilitated by DHCS and included advocate and stakeholder groups</li> <li>Presented proposed system enhancements to the CalHEERS Change Control Board (CCB) at weekly CCB meetings</li> </ul>	
<b>Total Duration of all Projects cited to meet the MQ:</b>	<b>10 years</b>
<b>Minimum Qualification I-S12</b>	A minimum of two (2) years of experience coordinating integration services on a Project similar in size and scale to the CalSAWS.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: California Department of Public Health (CDPH)	Contact Name: [REDACTED]
Project Name: CDPH Vaccine Management	Company Name: CDPH Vaccine Management
Time Period: December 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: CDPH Client Account Lead (Equivalent to Delivery Integration Manager)	
<b>Description of relevant experience:</b> <b>MQ I-S12 A minimum of two (2) years of experience coordinating integration services on a Project similar in size and scale to the CalSAWS.</b>  As the CDPH Client Account Lead, James's responsibilities include:	
<b>Leadership and Program Scope Management</b>	

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- **Manages and coordinates work across multidisciplinary teams across all workstreams for the Vaccine Management Program, which is comprised of 270 Accenture personnel (over 700 Accenture personnel at peak)**
- **Leads and coordinates the functional, analytics and reporting, service desk, integrations (MuleSoft, CalREDIE), security, marketing, program and project management, communications, technical and training teams to develop and implement the three vaccine management systems: myCAVax, My Turn, and Digital Vaccine Record (DVR). Each system is an integrated digital system and end-to-end user experience, including ongoing enhancements and agile-based feature releases**
- **Oversaw the design, development, test and implementation of the statewide vaccination system that supports the inoculation of 50,000 people daily at peak (and over 86M Californians to date) and the statewide clinic operations support to 9,000+ providers, Local Health Jurisdictions (LHJs), and counties**
- **Led the coordination of functional and technical teams to design, develop, test, and implement a minimum viable product (MVP) for the my Turn application within 10 days of the project start. The myTurn system became the clinicians and Californians' main public source for COVID-19 vaccine eligibility information and supports appointment scheduling in 14 languages.**
- **Managed the expanded vaccination management capabilities beyond COVID-19 into the State's administration of flu vaccines**
- **Oversaw the design, development, test, and implementation of over 80 vaccine management feature releases that were deployed within a span of eight months**
- **Managed the communication of the vaccine management program functional releases/enhancements to the Local Health Jurisdictions (LHJs) via the weekly LHJ Council meetings; the LHJs' executives utilized the information to make decisions about opting in/out of the vaccine management application features**
- **Collaborates with the Vaccine Management Program's director and program management on the project's direction and strategies**
- **Serves as an executive-level escalation point for topics and concerns raised by CDPH executives and Accenture team leads**
- **Manages application release priorities and the development of estimates, scoping, and requirements for application enhancements through implementation**
- **Manages the creation and execution of plans and processes that governed multiple teams, including organization charts, project personnel rosters, and roles and responsibilities**

**Effectiveness and Coordination**

- **Collaborates with the CDPH program management contractor and monitors the effectiveness of interactions between the Accenture delivery team and CDPH program management contractor**
- **Monitors and clarifies lines of delineation between and among teams and contractors**
- **Provides coordination services to confirm all team members remain aligned with CDPH goals, schedules, and strategic initiatives via twice-weekly meetings with Accenture team leads**
- **Leads, facilitates, and presents project status updates at the weekly and monthly Vaccine Management Program's Program Status meeting series that includes participants from CDPH executives and the CDPH program management contractor; also manages the collection of project status inputs from the CDPH team and CDPH program management contractor**

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE****Testing**

- Coordinates timing and entry/exit criteria associated with design, build, test, and delivery across the Accenture delivery teams and CDPH Program Management
- Provides input into testing efforts for myCAvax feature releases and enhancements

**Aligning Teams**

- **Provides input into the determination of project priorities, including application release priorities and strategies, to support CDPH's delivery of vaccine eligibility support to clinicians and Californians**
- Aligns teams to enable Vaccine Management project success
- **Serves as first point of contact to resolve disputes between and/or among delivery teams and an executive-level escalation for concerns raised by CDPH executives**
- **Resolves conflicting tasks, priorities, and resources for the delivery of vaccine management application releases and maintenance and operations**

**Reporting and Communication**

- Presents project status updates Vaccine Management Program's Program Status meeting series that occurs weekly and monthly (twice daily during the project's initial design, development, and implementation phase) and includes participants from CDPH executives (including the CIO, Epidemiologist, Chief Field Services Officer, and Program Coordination) and the CDPH program management contractor
- Provides status updates and strategic input during Program Strategy meetings that includes the CDPH Director and Deputy Director
- Provides reports and metrics regarding the effectiveness and timeliness of team interactions
- Communicates and reports on CDPH matters on an ongoing basis

<b>Project #2</b>	<b>Contact #2</b>
Company Name: California Office of Systems Integration, Covered California	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: CalHEERS
Time Period: June 1, 2012 – April 22, 2020	Phone Number: [REDACTED] [REDACTED]
Percentage of Time: 100%	Email [REDACTED]
Staff Role: Application Development and Integration Lead	
Description of relevant experience:	
<b>MQ I-S12 A minimum of two (2) years of experience coordinating integration services on a Project similar in size and scale to the CalSAWS.</b>	

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

As the CalHEERS Application Development and Integration Lead, James's responsibilities included:

**Leadership and Program Scope Management**

- **Managed and coordinated multidisciplinary teams for design, development, and testing for the CalHEERS Project**
- **Managed more than 100 professionals across multidisciplinary teams that performed over 100,000 hours of work annually**
- **Led the successful on-time design, development, and implementation of the CalHEERS system that was delivered within 14 months. This effort involved working with the COO, CTO and the Executive Director of Covered California (the California Health Benefit Exchange) on a regular basis to determine key priorities and strategic drivers of maximizing consumer enrollment and retention. . The CalHEERS system serves over 1.5 million users as part of the Covered CA exchange and over 10 million users through State and County-run programs.**
- **Led design, development, and test teams through the CalHEERS project's software development lifecycle (SDLC) including requirements analysis of over 700 business and technical requirements and creation of functional and detailed designs to satisfy those requirements**
- Led the successful integration of the state health benefit exchange with the county-based SAWS eligibility systems and the federal hub
- Managed the design, development and implementation of system enhancements for the CalHEERS system for bi-monthly baseline releases and emergency releasesManaged the end-to-end process for over 1,000 change requests for system enhancements. This included coordinating Accenture functional and technical teams on requirements analysis, scoping and solutioning, and developing project plans and solution estimates through implementation and deployment. James also collaborated with CalHEERS, Covered California and DHCS executives on the reviews and approvals of change requests.
- Led the successful UX/UI redesign of the health benefit exchange website and portal using user-centered design principles
- Worked across the service delivery lifecycle on engineering solutions for new integrations including system rollouts, major and minor enhancements, and/or ongoing maintenance of existing applications

**Effectiveness and Coordination**

- Collaborated with the CalHEERS program management and executives to monitor the effectiveness of interactions between the Accenture delivery team and other CalHEERS contractors, such as the CalHEERS training contractor and GetInsured
- As a contributing member to the Executive Steering Committee, drove key program and policy decisions with executive leadership at Covered California and DHCS; collaborated with CalHEERS, the California Department of Healthcare Services (DHCS), and Covered California to develop release plans and the 24-month roadmap
- Worked with Covered California's Executive Director, COO and CTO regularly to determine key priorities and strategic drivers of maximizing consumer enrollment and retention
- Consulted with Covered California on key business decisions on service center support, health plan offerings, and the selection and enrollment processes
- Managed the Development and Maintenance teams' work effort and promoted adherence to budget, schedule, and scope
- Managed the development and delivery of design deliverables and work products

**Testing**

- Directed a change request process, system integration testing, user acceptance testing, and federal authorization to connect testing

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- Developed and updated project plans and objectives, system specifications, and rollout schedules
- Monitored system operations and performance throughout implementation and go-live and coordinated with the CalHEERS production operations team lead to resolve issues relating to system performance

**Aligning Teams**

- Serves as an executive-level escalation point for topics and concerns raised by CalHEERS, Covered California, and DHCS executives and Accenture team leads
- Resolved conflicting tasks, priorities, and resources for the delivery of system enhancements and application releases for the CalHEERS system
- Provides input into the determination of project priorities, including CalHEERS application releases and the CalHEERS 24-month roadmap
- Aligns teams to enable CalHEERS project success

**Reporting and Communication**

- Presented project status updates to the CalHEERS executives, Covered California's Executive Director, COO and CTO, and DHCS executives at weekly project status meetings
- Presented project status updates and topics related to project priorities to CalHEERS executives, Covered California's Executive Director, COO and CTO, and DHCS executives at CalHEERS Project Steering Committee meetings
- Presented project status updates at the Assembly Bill (AB) 1296 Stakeholder meeting series that was facilitated by DHCS and included advocate and stakeholder groups
- Presented proposed system enhancements to the CalHEERS Change Control Board (CCB) at weekly CCB meetings

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>10 years</b>
Minimum Qualification I-S13	At least two (2) years of Full-Time Equivalent (FTE) experience utilizing traditional and iterative solution delivery methodologies.	
<b>Project #1</b>		<b>Contact #1</b>
Company Name: California Department of Public Health (CDPH)		Contact Name: [REDACTED]
Project Name: CDPH Vaccine Management		Company Name: CDPH Vaccine Management
Time Period: December 1, 2020 – January 4, 2023 (Ongoing)		Phone Number: [REDACTED]
Percentage of Time: 100%		Email: [REDACTED]
Staff Role: CDPH Client Account Lead (Equivalent to Delivery Integration Manager)		
Description of relevant experience:		

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

**MQ I-S13** At least two (2) years of Full-Time Equivalent (FTE) experience utilizing traditional and iterative solution delivery methodologies.

As CDPH Client Account Lead, James's responsibilities include:

**Leadership and Program Scope Management**

- **Manages and coordinates work across multidisciplinary teams across all workstreams for the Vaccine Management Program, which is comprised of 270 Accenture personnel (over 700 Accenture personnel at peak)**
- **Manages the delivery teams' collaboration with CDPH Program Management through backlog and user story refinement (requirements gathering), and the design, development, and testing enhancements via iterative agile sprints. Also manages the greenlight (go-no/go) process for feature releases. The Vaccine Management Program's software development lifecycle is based on iterative agile methodology**
- **Leads and coordinates the functional, analytics and reporting, service desk, integrations (MuleSoft, CalREDIE), security, marketing, program and project management, communications, technical and training teams to develop and implement the three vaccine management systems: myCAvax, My Turn, and Digital Vaccine Record (DVR). Each system is an integrated digital system and end-to-end user experience, including ongoing enhancements and agile-based feature releases**
- **Oversaw the design, development, test and implementation of the statewide vaccination system that supports the inoculation of 50,000 people daily at peak (and over 86M Californians to date) and the statewide clinic operations support to 9,000+ providers, Local Health Jurisdictions (LHJs), and counties**
- **Led the coordination of functional and technical teams to design, develop, test, and implement a minimum viable product (MVP) for the my Turn application within 10 days of the project start. The myTurn system became the clinicians and Californians' main public source for COVID-19 vaccine eligibility information and supports appointment scheduling in 14 languages.**
- **Managed the expanded vaccination management capabilities beyond COVID-19 into the State's administration of flu vaccines**
- **Oversaw the design, development, test, and implementation of over 80 vaccine management feature releases that were deployed within a span of eight months**
- **Managed the communication of the vaccine management program functional releases/enhancements to the Local Health Jurisdictions (LHJs) via the weekly LHJ Council meetings; the LHJs' executives utilized the information to make decisions about opting in/out of the vaccine management application features**
- **Collaborates with the Vaccine Management Program's director and program management on the project's direction and strategies**
- **Serves as an executive-level escalation point for topics and concerns raised by CDPH executives and Accenture team leads**
- **Manages application release priorities and the development of estimates, scoping, and requirements for application enhancements through implementation**
- **Manages the creation and execution of plans and processes that governed multiple teams, including organization charts, project personnel rosters, and roles and responsibilities**

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE****Effectiveness and Coordination**

- Collaborates with the CDPH program management contractor and monitors the effectiveness of interactions between the Accenture delivery team and CDPH program management contractor
- Monitors and clarifies lines of delineation between and among teams and contractors
- Provides coordination services to confirm all team members remain aligned with CDPH goals, schedules, and strategic initiatives via twice-weekly meetings with Accenture team leads
- Leads, facilitates, and presents project status updates at the weekly and monthly Vaccine Management Program's Program Status meeting series that includes participants from CDPH executives and the CDPH program management contractor; also manages the collection of project status inputs from the CDPH team and CDPH program management contractor

**Testing**

- Coordinates timing and entry/exit criteria associated with design, build, test, and delivery across teams and contractors when multiple parties are required to implement a change or add a capability
- Provides input into testing efforts for myCAvax feature releases and enhancements

**Aligning Teams**

- Provides input into the determination of project priorities, including application release priorities and strategies, to support CDPH's delivery of vaccine eligibility support to clinicians and Californians
- Aligns teams to enable Vaccine Management project success
- Serves as first point of contact to resolve disputes between and/or among delivery teams and an executive-level escalation for concerns raised by CDPH executives
- Resolves conflicting tasks, priorities, and resources for the delivery of vaccine management application releases and maintenance and operations

**Reporting and Communication**

- Presents project status updates Vaccine Management Program's Program Status meeting series that occurs weekly and monthly (twice daily during the project's initial design, development, and implementation phase) and includes participants from CDPH executives (including the CIO, Epidemiologist, Chief Field Services Officer, and Program Coordination) and the CDPH program management contractor
- Provides status updates and strategic input during Program Strategy meetings that includes the CDPH Director and Deputy Director
- Provides reports and metrics regarding the effectiveness and timeliness of team interactions
- Communicates and reports on CDPH matters on an ongoing basis

Project #2	Contact #2
Company Name: California Office of Systems Integration, Covered California	Contact Name: <span style="background-color: black; color: black;">[REDACTED]</span>

PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE	
Project Name: CalHEERS	Company Name: CalHEERS
Time Period: June 1, 2012 – April 22, 2020	Phone Number: [REDACTED] [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Application Development and Integration Lead	
<p><i>Description of relevant experience:</i></p> <p><b>MQ I-S13 At least two (2) years of Full-Time Equivalent (FTE) experience utilizing traditional and iterative solution delivery methodologies.</b></p> <p><b>As the CalHEERS Application Development and Integration Lead, James's responsibilities included:</b></p> <p><b>Leadership and Program Scope Management</b></p> <ul style="list-style-type: none"> <li>• Oversaw the CalHEERS project's application design, development, and test teams that delivered CalHEERS system changes for bi-monthly baseline releases and emergency releases</li> <li>• Managed the project's traditional, waterfall-based SDLC process for the design, development, test, and deployment of system changes for bi-monthly and emergency releases, including the design reviews with subject matter experts from DHCS, Covered California, CWDA, and integration testing with the SAWS projects, the federal verification hub, and other interface partners</li> <li>• Led the successful UX/UI redesign of the health benefit exchange website and portal using user-centered design principles</li> <li>• Managed iterative delivery methodologies for the health benefit exchange website and portal's user UX/UI redesign changes; backlog refinement, sprint planning and sprint review sessions were conducted in two-week cycles with DHCS, CoveredCA, CalHEERS and CWDA SMEs to review, iterate and approve designs until a feature was considered complete by DHCS and CoveredCA. Development and test were completed in two-week sprints until completed prior to handing over to UAT and ultimately the implementation of the completed redesign</li> <li>• Led the successful on-time design, development, and implementation of the CalHEERS system that was delivered within 14 months. This effort involved working with the COO, CTO and the Executive Director of Covered California (the California Health Benefit Exchange) on a regular basis to determine key priorities and strategic drivers of maximizing consumer enrollment and retention</li> <li>• Led design, development, and test teams through the CalHEERS project's software development lifecycle (SDLC) including requirements analysis of over 700 business and technical requirements and creation of functional and detailed designs to satisfy those requirements</li> <li>• Led the successful integration of the state health benefit exchange with the county-based SAWS eligibility systems and the federal hub</li> <li>• Managed the design, development and implementation of system enhancements for the CalHEERS system for bi-monthly baseline releases and emergency releases. Managed the end-to-end process for over 1,000 change requests for system enhancements. This included coordinating Accenture functional and technical teams on requirements analysis, scoping and solutioning, and developing project plans and solution estimates through implementation and deployment. James also collaborated with CalHEERS, Covered California and DHCS executives on the reviews and approvals of change requests.</li> </ul>	

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- Worked across the service delivery lifecycle on engineering solutions for new integrations including system rollouts, major and minor enhancements, and/or ongoing maintenance of existing applications

**Effectiveness and Coordination**

- Collaborated with the CalHEERS program management and executives to monitor the effectiveness of interactions between the Accenture delivery team and other CalHEERS contractors, such as the CalHEERS training contractor and GetInsured
- As a contributing member to the Executive Steering Committee, drove key program and policy decisions with executive leadership at Covered California and DHCS; collaborated with CalHEERS, the California Department of Healthcare Services (DHCS), and Covered California to develop release plans and the 24-month roadmap
- Worked with Covered California's Executive Director, COO and CTO regularly to determine key priorities and strategic drivers of maximizing consumer enrollment and retention
- Consulted with Covered California on key business decisions on service center support, health plan offerings, and the selection and enrollment processes
- Managed the Development and Maintenance teams' work effort and promoted adherence to budget, schedule, and scope
- Managed the development and delivery of design deliverables and work products

**Testing**

- Directed a change request process, system integration testing, user acceptance testing, and federal authorization to connect testing
- Developed and updated project plans and objectives, system specifications, and rollout schedules
- Monitored system operations and performance throughout implementation and go-live and coordinated with the CalHEERS production operations team lead to resolve issues relating to system performance

**Aligning Teams**

- Serves as an executive-level escalation point for topics and concerns raised by CalHEERS, Covered California, and DHCS executives and Accenture team leads
- Resolved conflicting tasks, priorities, and resources for the delivery of system enhancements and application releases for the CalHEERS system
- Provides input into the determination of project priorities, including CalHEERS application releases and the CalHEERS 24-month roadmap
- Aligns teams to enable CalHEERS project success

**Reporting and Communication**

- Presented project status updates to the CalHEERS executives, Covered California's Executive Director, COO and CTO, and DHCS executives at weekly project status meetings
- Presented project status updates and topics related to project priorities to CalHEERS executives, Covered California's Executive Director, COO and CTO, and DHCS executives at CalHEERS Project Steering Committee meetings

PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"> <li>Presented project status updates at the Assembly Bill (AB) 1296 Stakeholder meeting series that was facilitated by DHCS and included advocate and stakeholder groups</li> <li>Presented proposed system enhancements to the CalHEERS Change Control Board (CCB) at weekly CCB meetings</li> </ul>	
<b>Total Duration of all Projects cited to meet the MQ:</b> <b>10 years</b>	
Minimum Qualification I-S14	A minimum of five (5) years of experience within the past ten (10) years building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, ensuring client is aware of progress/service status; and building credibility and fostering business-partnering relationships.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: California Department of Public Health (CDPH)	Contact Name: [REDACTED]
Project Name: CDPH Vaccine Management	Company Name: CDPH Vaccine Management
Time Period: December 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: CDPH Client Account Lead (Equivalent to Delivery Integration Manager)	
<b>Description of relevant experience:</b>  <b>MQ I-S14 A minimum of five (5) years of experience within the past ten (10) years building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, ensuring client is aware of progress/service status; and building credibility and fostering business-partnering relationships.</b>  As the CDPH Client Account Lead, James's responsibilities include:  <b>Leadership and Program Scope Management</b> <ul style="list-style-type: none"> <li><b>Builds and maintains strong working relationships with CDPH and key internal and external stakeholders</b></li> <li><b>Leads, facilitates, and presents project status updates at the weekly and monthly Vaccine Management Program's Program Status meeting series that includes participants from CDPH executives and the CDPH program management contractor; also manages the collection of project status inputs from the CDPH team and CDPH program management contractor</b></li> <li><b>Collaborates with the Vaccine Management Program's director and program management on the project's direction and strategies, and presents solution options and recommendations</b></li> </ul>	

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- **Presents project status updates Vaccine Management Program's Program Status meeting series that occurs weekly and monthly (twice daily during the project's initial design, development, and implementation phase) and includes participants from CDPH executives (including the CIO, Epidemiologist, Chief Field Services Officer, and Program Coordination) and the CDPH program management contractor**
- **Provides status updates and strategic input during Program Strategy meetings that includes the CDPH Director and Deputy Director**
- Managed the communication of the vaccine management program functional releases/enhancements to the Local Health Jurisdictions (LHJs) via the weekly LHJ Council meetings; the LHJs' executives utilized the information to make decisions about opting in/out of the vaccine management application features
- Manages and coordinates work across multidisciplinary teams across all workstreams for the Vaccine Management Program, which is comprised of 270 Accenture personnel (over 700 Accenture personnel at peak)
- Leads and coordinates the functional, analytics and reporting, service desk, integrations (MuleSoft, CalREDIE), security, marketing, program and project management, communications, technical and training teams to develop and implement the three vaccine management systems: myCAvax, My Turn, and Digital Vaccine Record (DVR). Each system is an integrated digital system and end-to-end user experience, including ongoing enhancements and agile-based feature releases
- Oversaw the design, development, test and implementation of the statewide vaccination system that supports the inoculation of 50,000 people daily at peak (and over 86M Californians to date) and the statewide clinic operations support to 9,000+ providers, Local Health Jurisdictions (LHJs), and counties
- Led the coordination of functional and technical teams to design, develop, test, and implement a minimum viable product (MVP) for the my Turn application within 10 days of the project start. The myTurn system became the clinicians and Californians' main public source for COVID-19 vaccine eligibility information and supports appointment scheduling in 14 languages.
- Managed the expanded vaccination management capabilities beyond COVID-19 into the State's administration of flu vaccines
- Oversaw the design, development, test, and implementation of over 80 vaccine management feature releases that were deployed within a span of eight months
- Serves as an executive-level escalation point for topics and concerns raised by CDPH executives and Accenture team leads
- Manages application release priorities and the development of estimates, scoping, and requirements for application enhancements through implementation
- Manages the creation and execution of plans and processes that governed multiple teams, including organization charts, project personnel rosters, and roles and responsibilities

**Effectiveness and Coordination**

- **Collaborates with the CDPH program management contractor and monitors the effectiveness of interactions between the Accenture delivery team and CDPH program management contractor**
- Monitors and clarifies lines of delineation between and among teams and contractors
- Provides coordination services to confirm all team members remain aligned with CDPH goals, schedules, and strategic initiatives via twice-weekly meetings with Accenture team leads

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE****Testing**

- Coordinates timing and entry/exit criteria associated with design, build, test, and delivery across the Accenture delivery teams and CDPH Program Management and management contractors
- Provides input into testing efforts for myCAvax feature releases and enhancements

**Aligning Teams**

- Provides input into the determination of project priorities, including application release priorities and strategies, to support CDPH's delivery of vaccine eligibility support to clinicians and Californians
- Aligns teams to enable Vaccine Management project success
- Serves as first point of contact to resolve disputes between and/or among delivery teams and an executive-level escalation for concerns raised by CDPH executives
- Resolves conflicting tasks, priorities, and resources for the delivery of vaccine management application releases and maintenance and operations

<b>Project #2</b>	<b>Contact #2</b>
Company Name: California Office of Systems Integration, Covered California	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: CalHEERS
Time Period: June 1, 2012 – April 22, 2020	Phone Number: [REDACTED] [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Application Development and Integration Lead	
<p><i>Description of relevant experience:</i></p> <p><b>MQ I-S14 A minimum of five (5) years of experience within the past ten (10) years building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, ensuring client is aware of progress/service status; and building credibility and fostering business-partnering relationships.</b></p> <p>As the CalHEERS Application Development and Integration Lead, James's responsibilities included:</p> <p><b>As the CalHEERS Application Development and Integration Lead, James's responsibilities included:</b></p> <p><b>Leadership and Program Scope Management</b></p> <ul style="list-style-type: none"> <li>• Built and maintained strong working relationships with CalHEERS, Covered California, DHCS, and other key internal and external stakeholders for the CalHEERS Project for over seven years</li> </ul>	

## PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE

- **Conveyed relevant information to an executive-level audience, making sure the CalHEERS team was aware of progress/service status**
- **Built credibility and fostered business-partnering relationships across teams and contractors**
- **As a contributing member to the Executive Steering Committee, drove key program and policy decisions with executive leadership at Covered California and DHCS; collaborated with CalHEERS, the California Department of Healthcare Services (DHCS), and Covered California to develop release plans and the 24-month roadmap**
- **Worked with Covered California's Executive Director, COO and CTO regularly to determine key priorities and strategic drivers of maximizing consumer enrollment and retention**
- **Presented project status updates to the CalHEERS executives, Covered California's Executive Director, COO and CTO, and DHCS executives at weekly project status meetings**
- **Presented project status updates and topics related to project priorities to CalHEERS executives, Covered California's Executive Director, COO and CTO, and DHCS executives at CalHEERS Project Steering Committee meetings**
- **Presented project status updates at the Assembly Bill (AB) 1296 Stakeholder meeting series that was facilitated by DHCS and included advocate and stakeholder groups**
- Consulted with Covered California executives on key business decisions on service center support, health plan offerings, and the selection and enrollment processes
- Led the successful UX/UI redesign of the health benefit exchange website and portal using user-centered design principles
- Led the successful on-time design, development, and implementation of the CalHEERS system that was delivered within 14 months. This effort involved working with the COO, CTO and the Executive Director of Covered California (the California Health Benefit Exchange) on a regular basis to determine key priorities and strategic drivers of maximizing consumer enrollment and retention
- Led design, development, and test teams through the CalHEERS project's software development lifecycle (SDLC) including requirements analysis of over 700 business and technical requirements and creation of functional and detailed designs to satisfy those requirements
- Led the successful integration of the state health benefit exchange with the county-based SAWS eligibility systems and the federal hub
- Managed the design, development and implementation of system enhancements for the CalHEERS system for bi-monthly baseline releases and emergency releases. Managed the end-to-end process for over 1,000 change requests for system enhancements. This included coordinating Accenture functional and technical teams on requirements analysis, scoping and solutioning, and developing project plans and solution estimates through implementation and deployment. **James also collaborated with CalHEERS, Covered California and DHCS executives on the reviews and approvals of change requests.**
- Worked across the service delivery lifecycle on engineering solutions for new integrations including system rollouts, major and minor enhancements, and/or ongoing maintenance of existing applications

### Effectiveness and Coordination

**PART 2 – INFRASTRUCTURE DELIVERY INTEGRATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- Collaborated with the CalHEERS program management and executives to monitor the effectiveness of interactions between the Accenture delivery team and other CalHEERS contractors, such as the CalHEERS training contractor and GetInsured
- Managed the Development and Maintenance teams' work effort and promoted adherence to budget, schedule, and scope
- Managed the development and delivery of design deliverables and work products

**Testing**

- Directed a change request process, system integration testing, user acceptance testing, and federal authorization to connect testing
- Developed and updated project plans and objectives, system specifications, and rollout schedules
- Monitored system operations and performance throughout implementation and go-live and coordinated with the CalHEERS production operations team lead to resolve issues relating to system performance

**Aligning Teams**

- Serves as an executive-level escalation point for topics and concerns raised by CalHEERS, Covered California, and DHCS executives and Accenture team leads
- Resolved conflicting tasks, priorities, and resources for the delivery of system enhancements and application releases for the CalHEERS system
- Provides input into the determination of project priorities, including CalHEERS application releases and the CalHEERS 24-month roadmap
- Aligns teams to enable CalHEERS project success

**Total Duration of all Projects cited to meet the MQ:****9 years 5 months**



## 1.4 INFRASTRUCTURE TRANSITION MANAGER STAFF QUALIFICATIONS

INFRASTRUCTURE TRANSITION MANAGER					
PART 1 – RÉSUMÉ					
Contractor	Accenture LLP				
Candidate Name	Rick Costa				
Position in the Company	Managing Director	Length of Time in Position	1 year		
Project Position & Responsibilities	Infrastructure Transition Manager Rick meets the requirements as defined in RFP section 12.1.3.6.4.				
Skills & Qualifications for Project Position	<p><b>Skills:</b> Rick is an experienced transition manager who uses his skills in project management, change management, transition, journey management, and collaboration to help clients complete IT-based transitions to new and modernized platforms and systems. Rick is a planner who creates transition approaches (methodology, description of work streams, activities, and deliverables) that lead to stable cutovers. He is a leader of cross-functional delivery teams and a collaborator who works beside his clients during transitions.</p> <p><b>Qualifications:</b> For 16 years, Rick has managed and delivered operational transition activities on projects involving large and complex IT systems (<b>MQ I-S15: Exceeds</b>) for clients in several industries, including healthcare, federal government, and pharmaceutical. He has delivered transition programs with complex transformational and technology shifts using waterfall and agile delivery methods. He has delivered transition-related services across major offering segments—platform, end user, service management, human resources, network, security, and next-generation services, including cloud and big data. As a transition manager, Rick manages the successful transition of large and complex IT systems from one company or contract to another, and he has done so on more than two projects. To comply with client nondisclosure agreements (NDAs), we highlight three projects here, each lasting longer than the minimum duration of three months (<b>MQ I-S16: Meets</b>). He has led projects and programs in major industries with highly complex operating environments, applications, infrastructure build, migration to cloud, operations establishment, and service desk integration.</p>				
Relevant Experience (Add additional tables as needed)					
Project Title	OhioHealth IT Outsourcing (ITO) project				
Position Title	Transition Manager				
Begin Date	03/2022	End Date	01/2023	# of Months	10
Scope and Description of Responsibility	<p><b>Scope:</b> Rick oversaw staffing and technology enablement, managed transition governance, and established process-related changes for infrastructure, security, and applications.</p> <p><b>Responsibility:</b> Rick set up the core project group with a team of 100 personnel to define the new model and the demand management process and then led a global team of 700 personnel who work on this full IT</p>				

INFRASTRUCTURE TRANSITION MANAGER					
	Outsourcing (ITO) project that includes infrastructure, applications, security, and IT services for clinical staff and 12 hospital locations. Rick transitioned Levels 1–3 support and shared Level 4 support for engineering and design. A unique element of this ITO project is the clinical service desk, used by doctors, nurses, and medical technicians, and supporting the varied technology in a hospital setting, such as handhelds, imaging and scanning equipment, electronic medical records (EMR), and ancillary hospital/medical systems. Another unique feature to this transition was the implementation of myWizard, an Accenture-proprietary automation tool to help the client improve processes. The project was successfully completed on time.				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Rick managed the project using Project Management Institute (PMI) project management practices, such as integration management, scope management, schedule management, and risk management. His other skills include customer and contractor relationship management. Rick uses his communication skills to develop sponsorship/support within affected organizations and manages stakeholder expectations during organizational change management activities. His project management skills, which he applied to transition engagements in numerous industries, include Information Technology Infrastructure Library (ITIL) v3 Foundation and PRINCE2 certifications, confirming he uses standardized, repeatable practices on each transition.</p> <p><b>Experience Attained:</b> Rick managed the transition of applications and infrastructure for OhioHealth, a complete ITO project, along with its unique elements (service desk, hospital-specific technology including handheld devices and mobile carts, EMR, and imaging equipment). He transitioned 12 hospital locations, Levels 1–3 support, and shared Level 4 support for engineering and design in this highly complex operating environment. Rick also implemented myWizard, the Accenture-proprietary automation tool to improve client processes.</p>				
Project Title	IT Systems Transition for major oil and gas corporation				
Position Title	Transition Manager				
Begin Date	04/2019	End Date	02/2020	# of Months	11
Scope and Description of Responsibility	<p><b>Scope:</b> This project was a full, simultaneous infrastructure conversion that transitioned the company from a centralized core IT—that supported 200 applications, and 16 individual business units, each with 100 individual applications for downstream operations—to a consolidated ITO for standardized business unit operations.</p> <p><b>Responsibility:</b> Rick led this first-time, comprehensive managed services outsourcing of a large multinational client into a multi-contractor operating model with Accenture as the main provider and service integrator. Leading a team of 350 personnel, he enabled services across more than 12 distinct service towers and 16 business units with waves of go-live over a four-month transition.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Rick used his expertise in PMI-established project management practices, change management, transition, journey management, communication and collaboration to manage and lead the contracting, development of solution design, and overall program. He also applied Library (ITIL) v3 Foundation and PRINCE2 standards in the solution designs and transition procedures.</p>				

INFRASTRUCTURE TRANSITION MANAGER					
	<b>Experience Attained:</b> Rick managed the successful transition of infrastructure and application services across all major service areas. He developed a digital dashboard reporting tool for stakeholders and project personnel to access project status in real time.				
Project Title	The Nature's Bounty Company IT Outsourcing				
Position Title	Transition Manager				
Begin Date	08/2017	End Date	03/2018	# of Months	8
Scope and Description of Responsibility	<b>Scope:</b> Rick transitioned this client's multi-contractor operating model (business processes, application services, infrastructure, and security) into a single-source model with Accenture as the main provider/service integrator. <b>Responsibility:</b> Rick led this comprehensive managed services outsourcing of a large global manufacturing client with multiple facilities. He led a global team of 280 personnel across application and infrastructure services. He was responsible for resource allocation, creating and managing the project plan, leading the executive steering committee, and facilitating stakeholder meetings.				
Skills Utilized and Experience Attained	<b>Skills:</b> Rick used his expertise in PMI-established project management practices, change management, transition, journey management, and collaboration to manage and lead the contracting, solution design, and overall program. He applied Library (ITIL) v3 Foundation and PRINCE2 standards in the solution designs and transition procedures. <b>Experience:</b> Rick led the transition of remaining services within 3.5 months with no production disruption and a 30% improvement on ticket resolution over the first month of service. He also delivered a rapid transition within two months for critical services which mitigated personnel departure and impact to peak year-end activity.				
Education (add rows as needed)					
Years	Course of Study	School			
01/2013 – 06/2013	Professional Certification, Executive Leadership	Cornell University			
09/2001 – 05/2005	B.S., Management Information Systems	Pennsylvania State University (Penn State)			
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization	Dates			
Not applicable	-----	-----			

PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification I-S15	A minimum of 18 months of experience within the past ten (10) years, performing operational transition activities on Projects involving large and complex IT systems.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: OhioHealth	Contact Name: [REDACTED]
Project Name: OhioHealth IT Outsourcing (ITO) project	Company Name: OhioHealth
Time Period: (Month, Day, Year – Month, Day, Year) March 1, 2022 – January 3, 2023	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Transition Manager	
<p><i>Description of relevant experience:</i></p> <p>The OhioHealth project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>Integrates with at least two applications, one of which is a COTS: The OhioHealth solution integrates with:</b> <ul style="list-style-type: none"> <li>COTS applications including Python, Selenium, Blue Prism, Workday, ServiceNow, and Epic EMR.</li> <li>Accenture proprietary applications including myWizard and an anonymized master patient index.</li> <li>A patient intervention engine – an application that manages evidence-based treatment protocols for clinical care plans and monitors workflows for patient populations.</li> <li>A cohort manager engine – an application that translates laymen’s terms to clinical codes across multiple domains).</li> </ul> </li> <li><b>Interfaces with at least five external systems, at least one of which is real-time:</b> OhioHealth interfaces with county health systems, local health departments, and pharmacies which are real time. Other interfaces include OhioHealth Research &amp; Innovation Institute, the University of Texas MD Anderson Cancer Center, the Southeastern Ohio Regional Medical Center (a member of the Guernsey Health System (GHS), the Ohio State University Wexner Medical Center, medical laboratories, and Ohio Department of Health.</li> <li><b>Is accessed by at least 1,000 users at multiple locations:</b> The OhioHealth solution is accessed by 35,000 associates, physicians, and volunteers at health services locations in 47 Ohio counties: 12 hospitals, 200 ambulatory sites, and hospice, home health locations.</li> <li><b>Has a contract value of at least \$10,000,000 dollars:</b> The solution contract value is \$209 million.</li> <li><b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The OhioHealth solution includes a user-facing, multi-tiered, web-based portal application and accompanying mobile application that supports Android and Apple iOS platforms. Additionally, functionalities such as appointment scheduling, bill pay, Epic myChart, and other services are available.</li> </ol>	

**PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE****As the Transition Manager, Rick's responsibilities included:****Project scope:**

- **Managed operational transition activities on OhioHealth, a large and complex IT system in the healthcare industry**
- Managed all infrastructure transition-in activities to deliver a successful transition of infrastructure, applications, security, and IT services for clinical staff, 12 hospital locations, Levels 1–3 support and shared Level 4 support for engineering and design. The transition was successfully completed on time.
- Led a global transition team of over 700 personnel, utilizing PMI, ITIL, and SAFe program management principles
- Managed the rapid service transition to mitigate 180+ client resource attrition with capacity staffing enabled and onboarded into operations within one month of Transition start
- Enabled client organizational change by leading a comprehensive Change Management program inclusive of internal/external communications, transformation measurements, surveys, and change champion teams, and supported the OhioHealth client in understanding the scope and schedule of end-to-end transition activities and the related organization change management plans
- Established client training academy for retained and impacted team members with mapped learnings aligned to new roles and market relevant skills
- Developed, delivered, and maintains an integrated master schedule/work plan for the full project scope, which included transition plans for infrastructure, applications, security, and automation
- Created a comprehensive risk management and service continuity plan to comply with attrition impacts, business criticality and OhioHealth's zero outage transition requirements
- Managed project risks and developed mitigation plans to minimize potential impact to end users and business operations during transition

**Collaboration:**

- Worked collaboratively with OhioHealth's existing IT services and hospital personnel to accomplish a smooth transition of all OhioHealth infrastructure components, including with the incumbent contractor to align on the roles and responsibilities, activities, and schedule for transitioning services. Also supported the OhioHealth client to manage staff transitions for OhioHealth's future organizational model.
- Collaborated with the OhioHealth transition manager to implement and manage a comprehensive project transition office and organizational change management team to manage transition activities and related communications and change management activities
- Worked closely with the OhioHealth transition manager to plan, manage, execute, and close out transition activities and support alignment across transition teams.

Led daily, weekly, and monthly meetings with OhioHealth executives and internal and external stakeholders to discuss the progress of transition activities

PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE	
Project #2	Contact #2
Company Name: [REDACTED]	Contact Name: [REDACTED] [REDACTED] [REDACTED]
Project Name: IT systems transition	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) April 1, 2019 – February 28, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Transition Manager	
<p><i>Description of relevant experience:</i></p> <p>The IT systems transition project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li>1. Integrates with at least two applications, one of which is a COTS: The transition of IT services at this client involved the support of all applications and underlying technology, including the integration with SAP HANA, a COTS enterprise resource planning (ERP) platform, and the retail point-of-sale system.</li> <li>2. <b>Interfaces with at least five external systems, at least one of which is real-time:</b> This client's IT services interface with several external systems, including affiliate systems, crude oil fields, manufacturing, surveillance, asset management, pipeline operations, micro seismic monitoring systems, environmental, finance, crane operation safety, supply chain, and the Refinery Optimization Center (ROC), which operates in real-time.</li> <li>3. <b>Is accessed by at least 1,000 users at multiple locations:</b> The solution is accessed by over 8,000 users daily via point of sale (POS) terminals across 8,000 U.S. retail locations.</li> <li>4. <b>Has a contract value of at least \$10,000,000 dollars:</b> The contract value is greater than \$200,000,000.</li> <li>5. <b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The solution features multi-tiered processing, including a user-facing front end. For example, refinery operators use handheld devices to transmit equipment surveillance data to the ROC which collects and analyzes the incoming data to confirm proper operations. On the retail side, POS terminals are optimized for multiple user interface platforms.</li> </ol> <p><b>As the Transition Manager, Rick's responsibilities included:</b></p> <p><b>Project scope:</b></p>	

**PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE**

- **Managed all operational transition activities to successfully transition all infrastructure and application services for the client's large and complex IT system**
- Led the multi-vendor transition team of over 500 personnel, leveraging Azure DevOps for "single pane of glass" transition planning, monitoring, and execution aggregating all data and providing guided course corrections as needed
- Established centralized IT onboarding across client subsidiary business units reducing technology diversity, increasing operational efficiency, and simplifying ongoing operations
- Enabled new client business continuity capability across multiple Accenture delivery centers with service failover procedures that were fully developed and tested for the transition
- Created a comprehensive risk management, change management, and service continuity plan to comply with business criticality and the client's zero outage transition requirements and manage risks that may impact end users and business operations during the transition
- Developed and delivered a training plan for client and client's contractor personnel
- Created and implemented simultaneously 17 unique transition plans—one for the centralized core IT organization and 16 individual transition plans, one per for each business unit, which minimized impacts to end users and business operations during transition-in, service integration, and the end state
- Performed transition activities simultaneously alongside service integration activities

**Collaboration:**

- Worked collaboratively with client and client's contractor personnel to transition from a capacity services model to a managed services model, including leading joint planning sessions to align on roles and responsibilities, transition activities, integrated project schedule for the transition project
- Worked closely with the client's transition managers to plan, manage, and execute transition activities and 100 applications across one centralized core IT organization and 16 individual business units, including the development of standardized processes for operations
- Managed the project status reporting and communications processes for the transition, including leading daily, weekly, and monthly meeting series with client executives and internal and external stakeholders to discuss the plan for transition-in activities, project timelines, progress of transition activities, project risks, and impacts to operations
- Worked with the client's central IT team's transition manager and 16 business unit transition managers to close out transition activities

<b>Project #3</b>	<b>Contact #3</b>
Company Name: The Nature's Bounty Company	Contact Name: [REDACTED]
Project Name: IT Outsourcing	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) August 1, 2017 – March 31, 2018	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]

## PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE

Staff Role: Transition Manager

*Description of relevant experience:*

The Nature's Bounty IT Outsourcing project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

1. **Integrates with at least two applications, one of which is a COTS:** The project included supporting applications and infrastructure from across the organization including the following COTS applications Oracle (Supply Chain, manufacturing, packaging, and product development), Oracle E-Business Suite (research, master data management), IBM AS-400 (warehouse distribution, order-to-cash, customer management, and EOD/EOM financials), Salesforce (CRM market cloud), and NetSuite (cloud business).
2. **Interfaces with at least five external systems, at least one of which is real-time:** All Nature's Bounty client internal and external interfaces were transitioned including BizTalk payment gateway, .Net legacy websites, Microsoft active directory federation services, Microsoft SSL certification management, Citrix workspace solutions, data, video, and voice services provided by third-party systems. All systems process data in real time.
3. **Is accessed by at least 1,000 users at multiple locations:** All client internal and external interfaces were transitioned to support with Accenture. Nature's Bounty has 13,000 employees with access to core systems, vendor and supplier systems, data warehouse, and online point of sale (POS) at multiple locations including the headquarters in Ronkonkoma, NY or the manufacturing and warehouse locations in NY, Canada, Spain, and the United Kingdom. The client has 3,000 users on the platforms transitioned to Accenture.
4. **Has a contract value of at least \$10,000,000 dollars:** The total contract value was approximately \$42,000,000.
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** Transition support included a website for vendors (suppliers and products) and a consumer website (online store) with front-end optimized for multiple user interface platforms.

**As the Transition Manager, Rick's responsibilities included:**

### **Project scope:**

- **Managed operational transition activities for Nature's Bounty ITO, a large and complex IT system project**
- **Led a team of over 200 personnel to transition all client infrastructure and application services, leveraging ITIL and PMI project management principles and standards, and reduced the initial transition duration by two months which saved the client carrying costs from the existing/incumbent vendor**
- **Implemented new operational processes, rationalized all operating assets, and reduced duplicative tools and software costs resulting in an overall client efficiency gain of 30% in the first year from the client's hybrid operating environment (that included vendor and internal personnel)**
- **Improved client service hour coverage across all services to full 24/7 and established a rapid onboarding capability for service growth with comprehensive documentation of existing support environments, architecture designs, and training plans**

**PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE**

- Managed transition activities for mixed-support environment, transitioning from in-house and incumbent contractors
- Delivered a rapid transition within two months for critical services, mitigating personnel departure and impact to peak year-end activity
- Developed, delivered, and maintained, and the Transition Plan that included transition activities, cross-team responsibilities assignment matrix (RACI), integrated project schedule, training and change management approach
- Led overall transition of remaining services within 3.5 months with zero production disruption and with 30% improvements on ticket resolution over the first month of service; minimized impact to end users and business operations during transition
- Assisted client, project sponsors, and program partners in understanding transition-in activities, timelines, and impacts to other initiatives, releases, and tasks
- Identified and communicated with internal and external stakeholders on transition activities as needed

**Collaboration:**

- Worked collaboratively with Nature's Bounty personnel and incumbent contractors to accomplish a smooth transition, including the development of an integrated/cross-team responsibilities assignment matrix and integrated project schedule
- Worked closely with the Nature's Bounty Transition Manager to plan, manage, and execute transition activities to support alignment across transition teams
- Managed the project status reporting and communications processes for the transition, including leading daily, weekly, and monthly meeting series with Nature's Bounty executives, incumbent contractor's executives, and internal and external stakeholders to discuss the plan for transition activities, project timelines, progress of transition activities, project risks, and impacts to operations
- Worked with the Nature's Bounty's Director of Project Management Office (PMO) to close out transition activities

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>2 years, 5 months</b>
Minimum Qualification 1-S16	Experience within the past ten (10) years, managing the successful transition of large and complex IT systems from one (1) company or contract to another on at least two (2) separate Projects. The Transition Manager's experience will have been for a minimum duration of three (3) months for each Project.	
<b>Project #1</b>		<b>Contact #1</b>
Company Name: OhioHealth		Contact Name: [REDACTED]
Project Name: OhioHealth IT Outsourcing (ITO) project		Company Name: OhioHealth
Time Period: (Month, Day, Year – Month, Day, Year) March 1, 2022 – January 3, 2023		Phone Number: [REDACTED]
Percentage of Time: 100%		Email: [REDACTED]
Staff Role: Transition Manager		
Description of relevant experience:		

## PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE

The OhioHealth project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:

1. **Integrates with at least two applications, one of which is a COTS:** The OhioHealth solution integrates with:
  - COTS applications including Python, Selenium, Blue Prism, Workday, ServiceNow, and Epic EMR.
  - Accenture proprietary applications including myWizard and an anonymized master patient index.
  - A patient intervention engine – an application that manages evidence-based treatment protocols for clinical care plans and monitors workflows for patient populations.
  - A cohort manager engine – an application that translates laymen’s terms to clinical codes across multiple domains).
2. **Interfaces with at least five external systems, at least one of which is real-time:** OhioHealth interfaces with county health systems, local health departments, and pharmacies which are real time. Other interfaces include OhioHealth Research & Innovation Institute, the University of Texas MD Anderson Cancer Center, the Southeastern Ohio Regional Medical Center (a member of the Guernsey Health System (GHS), the Ohio State University Wexner Medical Center, medical laboratories, and Ohio Department of Health.
3. **Is accessed by at least 1,000 users at multiple locations:** The OhioHealth solution is accessed by 35,000 associates, physicians, and volunteers at health services locations in 47 Ohio counties: 12 hospitals, 200 ambulatory sites, and hospice, home health locations.
4. **Has a contract value of at least \$10,000,000 dollars:** The solution contract value is \$209 million.
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The OhioHealth solution includes a user-facing, multi-tiered, web-based portal application and accompanying mobile application that supports Android and Apple iOS platforms. Additionally, functionalities such as appointment scheduling, bill pay, Epic myChart, and other services are available.

As the Transition Manager, Rick’s responsibilities include:

### Project scope:

- **Managed operational transition activities on OhioHealth, a large and complex IT system in the healthcare industry**
- **Managed all infrastructure transition-in activities to deliver a successful transition of infrastructure, applications, security, and IT services for clinical staff, 12 hospital locations, Levels 1–3 support and shared Level 4 support for engineering and design. The transition was successfully completed on time.**
- Led a global transition team of over 700 personnel, utilizing PMI, ITIL, and SAFe program management principles
- **Managed the rapid service transition to mitigate 180+ client resource attrition with capacity staffing enabled and onboarded into operations within one month of Transition start**
- Enabled client organizational change by leading a comprehensive Change Management program inclusive of internal/external communications, transformation measurements, surveys, and change champion teams, and supports the OhioHealth client in understanding the scope and schedule of end-to-end transition activities and the related organization change management plans

**PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE**

- Established client training academy for retained and impacted team members with mapped learnings aligned to new roles and market relevant skills
- Developed, delivered, and maintains an integrated master schedule/work plan for the full project scope, which includes transition plans for infrastructure, applications, security, and automation
- Created a comprehensive risk management and service continuity plan to comply with attrition impacts, business criticality and OhioHealth's zero outage transition requirements
- Managed project risks and developed mitigation plans to minimize potential impact to end users and business operations during transition

**Collaboration:**

- Worked collaboratively with OhioHealth's existing IT services and hospital personnel to accomplish a smooth transition of all OhioHealth infrastructure components, including with the incumbent contractor to align on the roles and responsibilities, activities, and schedule for transitioning services. Also supported the OhioHealth client to manage staff transitions for OhioHealth's future organizational model.
- Collaborated with the OhioHealth transition manager to implement and manage a comprehensive project transition office and organizational change management team to manage transition activities and related communications and change management activities.
- Worked closely with the OhioHealth transition manager to plan, manage, execute, and close out transition activities and support alignment across transition teams.
- Led daily, weekly, and monthly meetings with OhioHealth executives and internal and external stakeholders to discuss the progress of transition activities

Project #2	Contact #2
Company Name: [REDACTED]	Contact Name: [REDACTED] [REDACTED] contact client
Project Name: IT systems transition	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) April 1, 2019 – February 28, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Transition Manager	
<p><i>Description of relevant experience:</i></p> <p>The IT systems transition project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p>	

**PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE**

- 1. Integrates with at least two applications, one of which is a COTS:** The transition of IT services for the client involved the support of all applications and underlying technology, including the integration with SAP HANA, a COTS enterprise resource planning (ERP) platform, and the retail point-of-sale system.
- 2. Interfaces with at least five external systems, at least one of which is real-time:** The IT services interface with several external systems, including affiliate systems, crude oil fields, manufacturing, surveillance, asset management, pipeline operations, micro seismic monitoring systems, environmental, finance, crane operation safety, supply chain, and the Refinery Optimization Center (ROC), which operates in real-time.
- 3. Is accessed by at least 1,000 users at multiple locations:** The solution delivered is accessed by over 8,000 users daily via point of sale (POS) terminals across 8,000 U.S. retail locations. **Has a contract value of at least \$10,000,000 dollars:** The contract value is greater than \$200,000,000.
- 4. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The client solution features multi-tiered processing, including a user-facing front end. For example, refinery operators use handheld devices to transmit equipment surveillance data to the ROC which collects and analyzes the incoming data to confirm proper operations. On the retail side, POS terminals are optimized for multiple user interface platforms.

**As the Transition Manager, Rick's responsibilities included:**

**Project scope:**

- **Managed all operational transition activities to successfully transition all infrastructure and application services for client's large and complex IT system**
- Led the multi-vendor transition team of over 500 personnel, leveraging Azure DevOps for "single pane of glass" transition planning, monitoring, and execution aggregating all data and providing guided course corrections as needed.
- Established centralized IT onboarding across client subsidiary business units reducing technology diversity, increasing operational efficiency, and simplifying ongoing operations
- Enabled new client business continuity capability across multiple Accenture delivery centers with service failover procedures that were fully developed and tested for the transition
- Created a comprehensive risk management, change management, and service continuity plan to comply with business criticality and client's zero outage transition requirements and manage risks that may impact end users and business operations during the transition
- Developed and delivered training plan for client and client's contractor personnel
- Created and implemented simultaneously 17 unique transition plans—one for the centralized core IT organization and 16 individual transition plans, one per for each business unit, which minimized impacts to end users and business operations during transition-in, service integration, and the end state
- Performed transition activities simultaneously alongside service integration activities

**PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE****Collaboration:**

- Worked collaboratively with client and client contractor personnel to transition from a capacity services model to a managed services model, including leading joint planning sessions to align on roles and responsibilities, transition activities, integrated project schedule for the transition project
- Worked closely with the client's transition managers to plan, manage, and execute transition activities and 100 applications across one centralized core IT organization and 16 individual business units, including the development of standardized processes for operations
- Managed the project status reporting and communications processes for the transition, including leading daily, weekly, and monthly meeting series with client executives and internal and external stakeholders to discuss the plan for transition-in activities, project timelines, progress of transition activities, project risks, and impacts to operations
- Worked with the client's central IT team's transition manager and 16 business unit transition managers to close out transition activities

<b>Project #3</b>	<b>Contact #3</b>
Company Name: The Nature's Bounty Company	Contact Name: [REDACTED]
Project Name: IT Outsourcing	Company Name: Nature's Bounty (now a division of Nestle)
Time Period: (Month, Day, Year – Month, Day, Year) August 1, 2017 – March 31, 2018	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]

Staff Role: Transition Manager

Description of relevant experience:

The Nature's Bounty IT Outsourcing project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

- 1. Integrates with at least two applications, one of which is a COTS:** The project included supporting applications and infrastructure from across the organization including the following COTS applications Oracle (Supply Chain, manufacturing, packaging, and product development), Oracle E-Business Suite (research, master data management), IBM AS-400 (warehouse distribution, order-to-cash, customer management, and EOD/EOM financials), Salesforce (CRM market cloud), and NetSuite (cloud business).
- 2. Interfaces with at least five external systems, at least one of which is real-time:** All Nature's Bounty client internal and external interfaces were transitioned including BizTalk payment gateway, .Net legacy websites, Microsoft active directory federation services, Microsoft SSL certification management, Citrix workspace solutions, data, video, and voice services provided by third-party systems. All systems process data in real time.
- 3. Is accessed by at least 1,000 users at multiple locations:** All client internal and external interfaces were transitioned to support with Accenture. Nature's Bounty has 13,000 employees with access to core systems, vendor and supplier systems, data warehouse, and online

**PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE**

point of sale (POS) at multiple locations including the headquarters in Ronkonkoma, NY or the manufacturing and warehouse locations in NY, Canada, Spain, and the United Kingdom. The client has 3,000 users on the platforms transitioned to Accenture.

- 4. Has a contract value of at least \$10,000,000 dollars:** The total contract value was approximately \$42,000,000.
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** Transition support included a website for vendors (suppliers and products) and a consumer website (online store) with front-end optimized for multiple user interface platforms.

**As the Transition Manager, Rick's responsibilities included:**

**Project scope:**

- **Managed operational transition activities for Nature's Bounty ITO, a large and complex IT system project**
- **Led a team of over 200 personnel to transition all client infrastructure and application services, leveraging ITIL and PMI project management principles and standards, and reduced the initial transition duration by two months which saved the client carrying costs from the existing/incumbent vendor**
- Implemented new operational processes, rationalized all operating assets, and reduced duplicative tools and software costs resulting in an overall client efficiency gain of 30% in the first year from the client's hybrid operating environment (that included vendor and internal personnel)
- Improved client service hour coverage across all services to full 24/7 and established rapid onboarding capability for service growth with comprehensive documentation of existing support environments, architecture designs, and training plans
- Managed transition activities for mixed-support environment, transitioning from in-house and incumbent contractors
- Delivered a rapid transition within two months for critical services, mitigating personnel departure and impact to peak year-end activity
- Developed, delivered, and maintained, and the Transition Plan that included transition activities, cross-team responsibilities assignment matrix (RACI), integrated project schedule, training and change management approach
- Led overall transition of remaining services within 3.5 months with zero production disruption and with 30% improvements on ticket resolution over the first month of service; minimized impact to end users and business operations during transition
- Assisted client, project sponsors, and program partners in understanding transition-in activities, timelines, and impacts to other initiatives, releases, and tasks
- Identified and communicated with internal and external stakeholders on transition activities as needed

**Collaboration:**

- Worked collaboratively with Nature's Bounty personnel and incumbent contractors to accomplish a smooth transition, including the development of an integrated/cross-team responsibilities assignment matrix and integrated project schedule
- Worked closely with the Nature's Bounty Transition Manager to plan, manage, and execute transition activities to support alignment across transition teams

**PART 2 – INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS TABLE**

- Managed the project status reporting and communications processes for the transition, including leading daily, weekly, and monthly meeting series with Nature's Bounty executives, incumbent contractor's executives, and internal and external stakeholders to discuss the plan for transition activities, project timelines, progress of transition activities, project risks, and impacts to operations
- Worked with the Nature's Bounty's Director of Project Management Office (PMO) to close out transition activities

**Total Duration of all Projects cited to meet the MQ:****2 years, 5 months**

## 1.5 INFRASTRUCTURE OPERATIONS MANAGER STAFF QUALIFICATIONS

INFRASTRUCTURE OPERATIONS MANAGER					
PART 1 – RÉSUMÉ					
Contractor	Accenture LLP				
Candidate Name	Jeremy Grecian				
Position in the Company	Associate Director	Length of Time in Position	3 years		
Project Position & Responsibilities	Infrastructure Operations Manager Jeremy meets all the requirements as defined in RFP section 12.1.3.6.5				
Skills & Qualifications for Project Position	<p><b>Skills:</b> Jeremy's skills include team and resource development, effective communication, and building strong client relationships. His technical skills include strong understanding of the SDLC process, AWS and Oracle technologies, security compliance and frameworks, demand management, capacity planning/management, disaster recovery, incident management, AWS Cloud, infrastructure operations management, Information Technology Infrastructure Library (ITIL) standards and framework, event monitoring, performance monitoring, proactive problem management, communication, collaboration, risk, mitigation and opportunity management. Jeremy is an AWS Certified Cloud Practitioner and accustomed to working in a multi-contractor environment.</p> <p><b>Qualifications:</b> Jeremy has more than 20 years of experience in large and complex IT environments with strict security and compliance requirements, including experience in varying cloud-based systems and ecosystems. <b>(Exceeds: I-S17)</b>. He managed the day-to-day activities of Accenture Operations Staff for Ross Stores and led a team of 300 people based in multiple countries <b>(Exceeds: I-S18)</b>. Jeremy was responsible for and managed operations ensuring continuity of IT operation services for different systems including Local Area Network / Wide Area Network and cloud-based services <b>(Exceeds: I-S19)</b>. At both CalSAWS and Ross projects, Jeremy managed the hardware and software components of respective systems according to ITIL standards, with a combined 10+ years of experience on these efforts <b>(Exceeds: I-S20)</b>.</p>				
Relevant Experience (Add additional tables as needed)					
Project Title	CalSAWS				
Position Title	Infrastructure Operations Manager (Service Delivery)				
Begin Date	03/2021	End Date	Ongoing	# of Months	22 total, 17 adjusted for project overlap
Scope and Description of Responsibility	<b>Scope:</b> Jeremy oversees the CalSAWS operations for Accenture's M&O services, CalSAWS Application Modification Enhancement (M&E) services, and CalSAWS DD&I Migration services.				

INFRASTRUCTURE OPERATIONS MANAGER					
	<b>Responsibility:</b> As the Infrastructure operations manager, Jeremy oversees all service delivery operations, including managing the teams, implementing and improving standard processes and tools to drive operational efficiencies, and meeting operational and financial commitments. When needed, he participates in the solution design.				
Skills Utilized and Experience Attained	<b>Skills Utilized:</b> Jeremy is skilled in disaster recovery, incident management, AWS, design, budgeting, application and infrastructure monitoring, knowledge of CI/CD pipeline, supporting build and deploy, enterprise automation, site reliability engineering, security compliance, and regulations (data requirements, PII, PHI, data privacy). This included capacity planning, forecasting, performance planning for cyclical demand, and software/hardware life cycle management. <b>Experience Attained:</b> Jeremy manages the production support organization, which includes major incident triage, execution of disaster recovery tests, implementation of new environments, and ongoing security maintenance (i.e., vulnerability remediation). He leads the environment governance process, which includes review and approval of all Accenture changes to CalSAWS.				
Project Title	Ross Stores, Inc.				
Position Title	Multiple Roles – Infrastructure Operations Manager, Technology Delivery Lead, Client Service Delivery Lead				
Begin Date	09/2012	End Date	01/2022	# of Months	113 total, 107 adjusted for project overlap
Scope and Description of Responsibility	<b>Scope:</b> Jeremy led all support activities for the enterprise application and infrastructure, including help desk Level 1, 2 and 3, in-store point of sale (POS), retail and supply chain management. <b>Responsibility:</b> Jeremy was the portfolio lead for infrastructure and enterprise security initiatives. Simultaneously, he was the program lead for replacement of the enterprise batch management platform and optimization of batch performance, resulting in a 20% reduction in execution. He led the optimization of patching and vulnerability programs, including development of a scoring framework, KPIs and metrics. He set up infrastructure factory teams for new system builds and implementation resulting in year over year reductions in delivery time. Jeremy guided teams responsible for data center migration from a West coast-based data center to an East Coast location. He partnered with the client to standup a disaster recovery program, resulting in the first successful DR tests for the client.				
Skills Utilized and Experience Attained	<b>Skills Utilized:</b> Jeremy's people development and leadership skills shaped his approach for leading the execution of large enterprise changes and program management. His technical skills included strong understanding of SDLC process, security compliance and frameworks, demand management, capacity planning/management, disaster recovery, incident management, infrastructure operations management, event monitoring,				

### INFRASTRUCTURE OPERATIONS MANAGER

performance monitoring, proactive problem management, communication, collaboration, risk, mitigation and opportunity management.

Experience Attained: Jeremy's project management experience in the coordination and execution of enterprise maintenance in accordance with strict uptime requirements and security SLAs and KPIs. This included oversight of all production changes, shifting work to be performed more efficiently (via automation and/or using Tier 1/2 teams). Jeremy used PMBOK processes to keep the program on schedule, allowing for more effective modifications.

#### Education (add rows as needed)

Years	Course of Study	School
09/1994 – 11/1998	Bachelor of Science (MIS), Information Systems	Pacific Union College

#### Professional Certifications or Designations (add rows as needed)

Certification or Designation	Organization	Dates
AWS Certified Cloud Practitioner	Amazon Web Services (AWS)	01/2021 – 01/2024

### PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE

Minimum Qualification I-S17	A minimum of three (3) years of experience as an Operations Manager within the past (10) years directly responsible for management of operations for a large and complex IT system in a cloud environment, preferably AWS.		
Project #1		Contact #1	
Company Name: CalSAWS Consortium		Contact Name: [REDACTED]	
Project Name: CalSAWS Migration		Company Name: CalSAWS Consortium	
Time Period: (Month, Day, Year – Month, Day, Year) March 1, 2021 – January 4, 2023 (Ongoing)		Phone Number: [REDACTED]	
Percentage of Time: March 1, 2021 – January 31, 2022: 50% February 1, 2022 – January 4, 2023 (Ongoing): 100%		Email: [REDACTED]	
Staff Role: Infrastructure Operations Manager (Service Delivery)			

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE***Description of relevant experience:*

The CalSAWS project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:

- 1. Integrates with at least two applications, one of which is a COTS:** The CalSAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).
- 2. Interfaces with at least five external systems, at least one of which is real-time:** The CalSAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKS Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.
- 3. Is accessed by at least 1,000 users at multiple locations:** The CalSAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties are migrated, the number of CalSAWS users will be approximately 41,500.
- 4. Has a contract value of at least \$10,000,000 dollars:** The CalSAWS contract value is \$1,425,495,842.
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.

**As the CalSAWS Infrastructure Operations Manager focused on leading Service Delivery, Jeremy’s responsibilities include:**

**Project Scope**

- Serves as the Infrastructure Operations Manager for service delivery Operations Lead, supervising teams of over 150 people for CalSAWS which is a large and complex IT system in a cloud environment (AWS)
- Manages the day-to-day activities of the Accenture Operations Staff of a large complex IT system in an AWS cloud environment and provides thought leadership on operational efficiencies and continuous improvements and demand/capacity management, and for monitoring overall CalSAWS System performance to meet performance targets
- Serves as point of contact to review and facilitate Accenture TBCRs for the Consortium FinOps process
- Responsible for supporting ~60 environments, including support for integration with other 3<sup>rd</sup> party vendors and county initiatives.
- Leads teams responsible for ongoing security scanning, patching and ensuring compliance with Center for Internet Security (CIS) controls and NIST compliance.
- Ongoing support for cloud management tools such as cloud trail, VPC flow logs, CloudWatch, Splunk and Dynatrace.
- Manages all ongoing CalSAWS infrastructure operations including: planning, reporting, performance monitoring, and Capacity Planning/sizing

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Manages and maintains all CalSAWS cloud-based environments and designs, implements, and monitors event management, monitors performance metrics for continuous improvement opportunities, and proactive problem management. Supports ongoing development and production environments, including security updates and defect resolution. Supervises twice-annual disaster recovery tests
- Operates CalSAWS in compliance with SLAs. Manages the creation of Root Cause Analysis (RCA) and implementation of process and technology improvements to improve stability
- Develops operations Deliverables on time. Updates Operational Working Documents (OWD) to reflect current maintenance processes
- Works with the Consortium to meet the timely request for and implementation of infrastructure (CalSAWS Hardware/CalSAWS Software) upgrades, hardware and software management, and rationalization reduction and ongoing cost optimization
- Serves as the Infrastructure Operations Manager ensuring the continuity of IT operations services including local area networks, wide area networks for CalSAWS
- Adheres to applicable Information Technology Infrastructure Library (ITIL) standards and framework for IT Operations Management and Continuous Service Improvement (CSI) for CalSAWS Operations

**Collaboration**

- Works with the Consortium, AWS and the QA vendor to resolve all CalSAWS issues related to ongoing CalSAWS operations and outages
- Collaborates with Consortium Section Directors and Managers in support of new initiatives and provides suggestions to continuously improve the CalSAWS technical business processes
- Collaborates with M&E initiative leads and application development teams to provide seamless service delivery, including continuity of infrastructure technology services
- Coaches and mentors 150 resources for career growth & professional development so teams have appropriate technical skills and are fit for CalSAWS Project culture
- Collaborates with Consortium to update and harden management processes to align with ITIL guidelines

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Ross Stores, Inc.	Contact Name: Brent Curtis
Project Name: Ross Technologies Support	Company Name: Ross Stores, Inc.
Time Period: September 1, 2012 – January 31, 2022	Phone Number: 925-209-1905
Percentage of Time: September 1, 2012 – February 28, 2021: 100% March 1, 2021 – January 31, 2022: 50%	Email: Brent.Curtis@ros.com
Staff Role: Multiple Roles – Infrastructure Operations Manager, Technology Delivery Lead, Client Service Delivery Lead	

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE***Description of relevant experience:*

The Ross Technologies Support project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

1. **Integrates with at least two applications, one of which is a COTS:** Oracle Warehouse Control Systems (WCS) integration with Oracle Retail Merchandising System (RMS), processing millions of transactions daily.
2. **Interfaces with at least five external systems, at least one of which is real-time:** For the transportation systems, there is real-time integration with JDA Transportation Management, Merchandising (RMS), Planning (ARP, PLN), Forecasting (RDF), Supply Chain (RDM, TMS), Allocation (ACE), and hundreds of partners using Oracle Fusion Middleware (SOA).
3. **Is accessed by at least 1,000 users at multiple locations:** The in-scope applications and infrastructure were used by more than 80,000 users across over 2,000 locations.
4. **Has a contract value of at least \$10,000,000 dollars:** The solution contract value was greater than \$75,000,000 annually.
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The Ross Technologies Support project includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms.

In varied operations roles, Jeremy's responsibilities include:

**Project Scope**

- Served as the Infrastructure Operations Manager leading the technology delivery Lead and client service delivery, supervising a team of 300 people based in the United States, India, and Philippines for Ross Technologies Support, which is a large and complex IT system.
- Managed the implementation, on-going maintenance operations for the Azure hosted data lake for Business Intelligence and reporting services
- Managed operations and the optimization of AWS Connect solution to scale and handle the growing needs of the application, working closely in partnership with AWS to provide a reliable stable service to Ross Stores.
- Managed operations for JDA Transportation Management, a cloud-based application that integrated with transportation providers to support supply-chain and logistics operations
- Migrated client from Cisco Call Center Solution to AWS Connect, receiving 250,000+ calls annually.
- Facilitated discussions on key decisions regarding efficient integration between AWS Connect solution and JDA workforce management
- Worked with client to meet the timely request for and implementation of infrastructure (hardware/software) upgrades:
- Managed ongoing life cycle of 15,000 in-store Point of Sale (POS) systems
- Led journey for enterprise automation that resulted in reduction of IT support costs by more than 30% annually

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Managed the day-to-day activities of the Accenture Operations Staff leading an on-shore and offshore team who conducted batch operations and optimization, capacity planning, feature releases, and infrastructure support
- Transitioned application development projects from waterfall delivery methodology to Agile delivery methodology
- Implemented threat vulnerability program
- Developed and delivered operations deliverables on time
- Operated project in compliance with SLAs
- Served as the Infrastructure Operations Manager, Technology Delivery and Client Service Delivery Leader ensuring the continuity of on premise and cloud IT operations services for Ross Technologies Support including local, wide area network.
- Adhered to ITIL standards and framework for Service Operation processes: Event, Incident, Access, Problem and Facilities Management for Ross Technologies Support and operations.
- Supported all LAN, WAN, mobile telephony, wireless, and conferencing systems including circuit provisioning, capacity planning, and vulnerability remediation
- Responsible for design and support for high availability cloud environments including maintenance of disaster recovery capability including facilitation of recurring exercises to validate ability to recover systems within RTO and RPO requirements.

**Collaboration**

- Collaborated with technical and application managers to provide seamless service delivery and continuity of infrastructure technology services, including the wide area network. Led program update and transformation of 1,500 sites to SD-WAN
- Collaborated with senior executives and technology teams to build an automated call center application for self-service password resets which reduced calls handled manually by 10,000 per month

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>10 years</b>
<b>Minimum Qualification I-S18</b>	A minimum of five (5) years of experience within the past ten (10) years supervising teams of 15 people or greater on Projects that involved large and complex IT systems.	
<b>Project #1</b>		<b>Contact #1</b>
Company Name: CalSAWS Consortium		Contact Name: [REDACTED]
Project Name: CalSAWS Migration		Company Name: CalSAWS Consortium
Time Period: (Month, Day, Year – Month, Day, Year) March 1, 2021 – January 4, 2023 (Ongoing)		Phone Number: [REDACTED]
Percentage of Time: March 1, 2021 – January 31, 2022: 50% February 1, 2022 – January 4, 2023 (Ongoing): 100%		Email: [REDACTED]

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

Staff Role: Infrastructure Operations Manager (Service Delivery)

*Description of relevant experience:*

The CalSAWS project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:

- 1. Integrates with at least two applications, one of which is a COTS:** The CalSAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).
- 2. Interfaces with at least five external systems, at least one of which is real-time:** The CalSAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKS Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.
- 3. Is accessed by at least 1,000 users at multiple locations:** The CalSAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties are migrated, the number of CalSAWS users will be approximately 41,500.
- 4. Has a contract value of at least \$10,000,000 dollars:** The CalSAWS contract value is \$1,425,495,842.
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.

**As the CalSAWS Infrastructure Operations Manager focused on leading Service Delivery, Jeremy's responsibilities include:**

**Project Scope**

- **Serves as the Infrastructure Operations Manager for service delivery Operations Lead, supervising teams of over 150 people for CalSAWS which is a large and complex IT system in a cloud environment (AWS)**
- Manages the day-to-day activities of the Accenture Operations Staff of a large complex IT system in an AWS cloud environment and provides thought leadership on operational efficiencies and continuous improvements and demand/capacity management, and for monitoring overall CalSAWS System performance to meet performance targets
- Serves as point of contact to review and facilitate Accenture TBCRs for the Consortium FinOps process
- Responsible for supporting ~60 environments, including support for integration with other 3<sup>rd</sup> party vendors and county initiatives.
- Leads teams responsible for ongoing security scanning, patching and ensuring compliance with Center for Internet Security (CIS) controls and NIST compliance.
- Ongoing support for cloud management tools such as cloud trail, VPC flow logs, CloudWatch, Splunk and Dynatrace.
- Manages all ongoing CalSAWS infrastructure operations including: planning, reporting, performance monitoring, and Capacity Planning/sizing

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Manages and maintains all CalSAWS cloud-based environments and designs, implements, and monitors event management, monitors performance metrics for continuous improvement opportunities, and proactive problem management. Supports ongoing development and production environments, including security updates and defect resolution. Supervises twice-annual disaster recovery tests
- Operates CalSAWS in compliance with SLAs. Manages the creation of Root Cause Analysis (RCA) and implementation of process and technology improvements to improve stability
- Develops operations Deliverables on time. Updates Operational Working Documents (OWD) to reflect current maintenance processes
- Works with the Consortium to meet the timely request for and implementation of infrastructure (CalSAWS Hardware/CalSAWS Software) upgrades, hardware and software management, and rationalization reduction and ongoing cost optimization
- Serves as the Infrastructure Operations Manager ensuring the continuity of IT operations services including local area networks, wide area networks for CalSAWS
- Adheres to applicable Information Technology Infrastructure Library (ITIL) standards and framework for IT Operations Management and Continuous Service Improvement (CSI) for CalSAWS Operations

**Collaboration**

- Coaches and mentors 150 resources for career growth & professional development so teams have appropriate technical skills and are fit for CalSAWS Project culture
- Works with the Consortium, AWS and the QA vendor to resolve all CalSAWS issues related to ongoing CalSAWS operations and outages
- Collaborates with Consortium Section Directors and Managers in support of new initiatives and provides suggestions to continuously improve the CalSAWS technical business processes
- Collaborates with M&E initiative leads and application development teams to provide seamless service delivery, including continuity of infrastructure technology services
- Collaborates with Consortium to update and harden management processes to align with ITIL guidelines

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Ross Stores, Inc.	Contact Name: [REDACTED]
Project Name: Ross Technologies Support	Company Name: Ross Stores, Inc.
Time Period: September 1, 2012 – January 31, 2022	Phone Number: [REDACTED]
Percentage of Time: September 1, 2012 – February 28, 2021: 100% March 1, 2021 – January 31, 2022: 50%	Email: [REDACTED]
Staff Role: Multiple Roles – Infrastructure Operations Manager, Technology Delivery Lead, Client Service Delivery Lead	
Description of relevant experience:	

## PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE

The Ross Technologies Support project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

1. **Integrates with at least two applications, one of which is a COTS:** Oracle Warehouse Control Systems (WCS) integration with Oracle Retail Merchandising System (RMS), processing millions of transactions daily.
2. **Interfaces with at least five external systems, at least one of which is real-time:** For the transportation systems, there is real-time integration with JDA Transportation Management, Merchandising (RMS), Planning (ARP, PLN), Forecasting (RDF), Supply Chain (RDM, TMS), Allocation (ACE), and hundreds of partners using Oracle Fusion Middleware (SOA).
3. **Is accessed by at least 1,000 users at multiple locations:** The in-scope applications and infrastructure were used by more than 80,000 users across over 2,000 locations.
4. **Has a contract value of at least \$10,000,000 dollars:** The solution contract value was greater than \$75,000,000 annually.
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The Ross Technologies Support project includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms.

In varied operations roles, Jeremy's responsibilities include:

### Project Scope

- Served as the Infrastructure Operations Manager leading the technology delivery Lead and client service delivery, supervising a team of 300 people based in the United States, India, and Philippines for Ross Technologies Support, which is a large and complex IT system.
- Managed the implementation, on-going maintenance operations for the Azure hosted data lake for Business Intelligence and reporting services
- Managed operations and the optimization of AWS Connect solution to scale and handle the growing needs of the application, working closely in partnership with AWS to provide a reliable stable service to Ross Stores.
- Managed operations for JDA Transportation Management, a cloud-based application that integrated with transportation providers to support supply-chain and logistics operations
- Worked with client to meet the timely request for and implementation of infrastructure (hardware/software) upgrades:
- Migrated client from Cisco Call Center Solution to AWS Connect, receiving 250,000+ calls annually.
- Facilitated discussions on key decisions regarding efficient integration between AWS Connect solution and JDA workforce management
- Managed ongoing life cycle of 15,000 in-store Point of Sale (POS) systems
- Led journey for enterprise automation that resulted in reduction of IT support costs by more than 30% annually
- Managed the day-to-day activities of the Accenture Operations Staff leading an on-shore and offshore team who conducted batch operations and optimization, capacity planning, feature releases, and infrastructure support
- Transitioned application development projects from waterfall delivery methodology to Agile delivery methodology
- Implemented threat vulnerability program

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Developed and delivered operations deliverables on time
- Operated project in compliance with SLAs
- Served as the Infrastructure Operations Manager, Technology Delivery and Client Service Delivery Leader ensuring the continuity of on premise and cloud IT operations services for Ross Technologies Support including local, wide area network.
- Adhered to ITIL standards and framework for Service Operation processes: Event, Incident, Access, Problem and Facilities Management for Ross Technologies Support and operations
- Supported all LAN, WAN, mobile telephony, wireless, and conferencing systems including circuit provisioning, capacity planning, and vulnerability remediation
- Responsible for design and support for high availability cloud environments including maintenance of disaster recovery capability including facilitation of recurring exercises to validate ability to recover systems within RTO and RPO requirements.

**Collaboration**

- Collaborated with technical and application managers to provide seamless service delivery and continuity of infrastructure technology services, including the wide area network. Led program update and transformation of 1,500 sites to SD-WAN
- Collaborated with senior executives and technology teams to build an automated call center application for self-service password resets which reduced calls handled manually by 10,000 per month

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>10 years</b>
Minimum Qualification I-S19	A minimum of five (5) years of experience within the past ten (10) years, ensuring the continuity of IT operations services, including both local and wide area networks and cloud-based services on Projects involving large and complex IT systems.	
<b>Project #1</b>		<b>Contact #1</b>
Company Name: CalSAWS Consortium		Contact Name: [REDACTED]
Project Name: CalSAWS Migration		Company Name: CalSAWS Consortium
Time Period: (Month, Day, Year – Month, Day, Year) March 1, 2021 – January 4, 2023 (Ongoing)		Phone Number: [REDACTED]
Percentage of Time: March 1, 2021 – January 31, 2022: 50% February 1, 2022 – January 4, 2023 (Ongoing): 100%		Email: [REDACTED]
Staff Role: Infrastructure Operations Lead (Service Delivery)		
Description of relevant experience:		
The CalSAWS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:		

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- 1. Integrates with at least two applications, one of which is a COTS:** The CalSAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).
- 2. Interfaces with at least five external systems, at least one of which is real-time:** The CalSAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKS Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.
- 3. Is accessed by at least 1,000 users at multiple locations:** The CalSAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties are migrated, the number of CalSAWS users will be approximately 41,500. Includes support of network infrastructure for POP counties, managed counties, and circuit vendor TPX.
- 4. Has a contract value of at least \$10,000,000 dollars:** The CalSAWS contract value is \$1,425,495,842.
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.

As the CalSAWS Infrastructure Operations Manager focused on leading Service Delivery, Jeremy's responsibilities include:

**Project Scope**

- Serves as the Infrastructure Operations Manager ensuring the continuity of IT operations services including local area networks, wide area networks for CalSAWS
- Collaborates with M&E initiative leads and application development teams to provide seamless service delivery, including continuity of infrastructure technology services
- Serves as the Infrastructure Operations Manager for service delivery Operations Lead, supervising teams of over 150 people for CalSAWS which is a large and complex IT system in a cloud environment (AWS)
- Manages the day-to-day activities of the Accenture Operations Staff of a large complex IT system in an AWS cloud environment and provides thought leadership on operational efficiencies and continuous improvements and demand/capacity management, and for monitoring overall CalSAWS System performance to meet performance targets
- Manages and maintains all CalSAWS cloud-based environments and designs, implements, and monitors event management, monitors performance metrics for continuous improvement opportunities, and proactive problem management. Supports ongoing development and production environments, including security updates and defect resolution. Supervises twice-annual disaster recovery tests
- Serves as point of contact to review and facilitate Accenture TBCRs for the Consortium FinOps process
- Responsible for supporting ~60 environments, including support for integration with other 3<sup>rd</sup> party vendors and county initiatives.
- Leads teams responsible for ongoing security scanning, patching and ensuring compliance with Center for Internet Security (CIS) controls and NIST compliance.

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Ongoing support for cloud management tools such as cloud trail, VPC flow logs, CloudWatch, Splunk and Dynatrace.
- Manages all ongoing CalSAWS infrastructure operations including: planning, reporting, performance monitoring, and Capacity Planning/sizing
- Operates CalSAWS in compliance with SLAs. Manages the creation of Root Cause Analysis (RCA) and implementation of process and technology improvements to improve stability
- Develops operations Deliverables on time. Updates Operational Working Documents (OWD) to reflect current maintenance processes
- Works with the Consortium to meet the timely request for and implementation of infrastructure (CalSAWS Hardware/CalSAWS Software) upgrades, hardware and software management, and rationalization reduction and ongoing cost optimization
- Adheres to applicable Information Technology Infrastructure Library (ITIL) standards and framework for IT Operations Management and Continuous Service Improvement (CSI) for CalSAWS Operations

**Collaboration**

- Works with the Consortium, AWS and the QA vendor to resolve all CalSAWS issues related to ongoing CalSAWS operations and outages
- Collaborates with Consortium Section Directors and Managers in support of new initiatives and provides suggestions to continuously improve the CalSAWS technical business processes
- Coaches and mentors 150 resources for career growth & professional development so teams have appropriate technical skills and are fit for CalSAWS Project culture
- Collaborates with Consortium to update and harden management processes to align with ITIL guidelines

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Ross Stores, Inc.	Contact Name: [REDACTED]
Project Name: Ross Technologies Support	Company Name: Ross Stores, Inc.
Time Period: September 1, 2012 – January 31, 2022	Phone Number: [REDACTED]
Percentage of Time: September 1, 2012 – February 28, 2021: 100% March 1, 2021 – January 31, 2022: 50%	Email: [REDACTED]
Staff Role: Multiple Roles – Infrastructure Operations Manager, Technology Delivery Lead, Client Service Delivery Lead (Operations)	
<p><i>Description of relevant experience:</i></p> <p>The Ross Technologies Support project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:</p> <p><b>1. Integrates with at least two applications, one of which is a COTS:</b> Oracle Warehouse Control Systems (WCS) integration with Oracle Retail Merchandising System (RMS), processing millions of transactions daily.</p>	

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- 2. Interfaces with at least five external systems, at least one of which is real-time:** For the transportation systems, there is real-time integration with JDA Transportation Management, Merchandising (RMS), Planning (ARP, PLN), Forecasting (RDF), Supply Chain (RDM, TMS), Allocation (ACE), and hundreds of partners using Oracle Fusion Middleware (SOA).
- 3. Is accessed by at least 1,000 users at multiple locations:** The in-scope applications and infrastructure were used by more than 80,000 users across over 2,000 locations.
- 4. Has a contract value of at least \$10,000,000 dollars:** The solution contract value was greater than \$75,000,000 annually.
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The Ross Technologies Support project includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms.

In varied operations roles, Jeremy's responsibilities include:

#### Project Scope

- Collaborated with technical and application managers to provide seamless service delivery and continuity of infrastructure technology services, including the wide area network. Led program update and transformation of 1,500 sites to SD-WAN
- Supported all LAN, WAN, mobile telephony, wireless, and conferencing systems including circuit provisioning, capacity planning, and vulnerability remediation
- Managed the implementation, on-going maintenance operations for the Azure hosted data lake for Business Intelligence and reporting services
- Managed operations and the optimization of AWS Connect solution to scale and handle the growing needs of the application, working closely in partnership with AWS to provide a reliable stable service to Ross Stores.
- Managed operations for JDA Transportation Management, a cloud-based application that integrated with transportation providers to support supply-chain and logistics operations
- Served as the Infrastructure Operations Manager leading the technology delivery Lead and client service delivery, supervising a team of 300 people based in the United States, India, and Philippines for Ross Technologies Support, which is a large and complex IT system. This included ensuring the continuity of on premise and cloud IT operations services for Ross Technologies Support including local, wide area network.
- Worked with client to meet the timely request for and implementation of infrastructure (hardware/software) upgrades:
- Migrated client from Cisco Call Center Solution to AWS Connect, receiving 250,000+ calls annually.
- Facilitated discussions on key decisions regarding efficient integration between AWS Connect solution and JDA workforce management
- Managed ongoing life cycle of 15,000 in-store Point of Sale (POS) systems
- Led journey for enterprise automation that resulted in reduction of IT support costs by more than 30% annually
- Managed the day-to-day activities of the Accenture Operations Staff leading an on-shore and offshore team who conducted batch operations and optimization, capacity planning, feature releases, and infrastructure support

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Transitioned application development projects from waterfall delivery methodology to Agile delivery methodology
- Implemented threat vulnerability program
- Developed and delivered operations deliverables on time
- Operated project in compliance with SLAs
- Served as the Infrastructure Operations Manager, Technology Delivery and Client Service Delivery Leader ensuring the continuity of on premise and cloud IT operations services for Ross Technologies Support including local, wide area network.
- Adhered to ITIL standards and framework for Service Operation processes: Event, Incident, Access, Problem and Facilities Management for Ross Technologies Support and operations
- Responsible for design and support for high availability cloud environments including maintenance of disaster recovery capability including facilitation of recurring exercises to validate ability to recover systems within RTO and RPO requirements.

**Collaboration**

- Collaborated with senior executives and technology teams to build an automated call center application for self-service password resets which reduced calls handled manually by 10,000 per month

**In varied operations roles, Jeremy's responsibilities included:****Project Scope**

- Served as the Infrastructure Operations Manager, Technology Delivery and Client Service Delivery Leader ensuring the continuity of on premise and cloud IT operations services for Ross Technologies Support including local, wide area network. Ross Technologies support is a large and complex IT system
- Supported all LAN, WAN, mobile telephony, wireless, and conferencing systems including circuit provisioning, capacity planning, and vulnerability remediation
- Responsible for design and support for high availability cloud environments including maintenance of disaster recovery capability including facilitation of recurring exercises to validate ability to recover systems within RTO and RPO requirements.
- Worked with client to meet the timely request for implementation of infrastructure (hardware/software) upgrades
  - Led data center migration from West Coast to East Coast without business interruptions or impacts
  - Migrated client from Cisco Call Center Solution to AWS Connect, receiving 250,000+ calls annually
- Implemented threat vulnerability program
- Developed and delivered operations deliverables on time
- Operated project in compliance with SLAs

**Collaboration**

- Collaborated with technical and application Managers to provide seamless service delivery and continuity of infrastructure technology services, including the wide area network. Led program to update 1,500 sites to SD-WAN

PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"> <li>Collaborated with senior executives and technology teams to build an automated cloud based call center application for self-service password resets which reduced calls handled manually by 10,000 per month</li> </ul>	
<b>Total Duration of all Projects cited to meet the MQ:</b>	<b>10 years</b>
<b>Minimum Qualification I-S20</b>	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.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: CalSAWS Consortium	Contact Name: [REDACTED]
Project Name: CalSAWS Migration	Company Name: CalSAWS Consortium
Time Period: (Month, Day, Year – Month, Day, Year) March 1, 2021 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: March 1, 2021 – January 31, 2022: 50% February 1, 2022 – January 4, 2023 (Ongoing): 100%	Email: [REDACTED]
Staff Role: Infrastructure Operations Lead (Service Delivery)	
<p>Description of relevant experience:</p> <p>The CalSAWS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>Integrates with at least two applications, one of which is a COTS:</b> The CalSAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).</li> <li><b>Interfaces with at least five external systems, at least one of which is real-time:</b> The CalSAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKS Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.</li> <li><b>Is accessed by at least 1,000 users at multiple locations:</b> The CalSAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties are migrated, the number of CalSAWS users will be approximately 41,500.</li> <li><b>Has a contract value of at least \$10,000,000 dollars:</b> The CalSAWS contract value is \$1,425,495,842.</li> <li><b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.</li> </ol>	

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

**As the CalSAWS Infrastructure Operations Manager focused on leading Service Delivery, Jeremy's responsibilities include:**

**Project Scope**

- **Adheres to applicable Information Technology Infrastructure Library (ITIL) standards and framework for IT Operations Management and Continuous Service Improvement (CSI) for CalSAWS Operations**
- Serves as the Infrastructure Operations Manager for service delivery Operations Lead, supervising teams of over 150 people for CalSAWS which is a large and complex IT system in a cloud environment (AWS)
- Manages the day-to-day activities of the Accenture Operations Staff of a large complex IT system in an AWS cloud environment and provides thought leadership on operational efficiencies and continuous improvements and demand/capacity management, and for monitoring overall CalSAWS System performance to meet performance targets
- Serves as point of contact to review and facilitate Accenture TBCRs for the Consortium FinOps process
- Responsible for supporting ~60 environments, including support for integration with other 3<sup>rd</sup> party vendors and county initiatives.
- Leads teams responsible for ongoing security scanning, patching and ensuring compliance with Center for Internet Security (CIS) controls and NIST compliance.
- Ongoing support for cloud management tools such as cloud trail, VPC flow logs, CloudWatch, Splunk and Dynatrace.
- Manages all ongoing CalSAWS infrastructure operations including: planning, reporting, performance monitoring, and Capacity Planning/sizing
- Manages and maintains all CalSAWS cloud-based environments and designs, implements, and monitors event management, monitors performance metrics for continuous improvement opportunities, and proactive problem management. Supports ongoing development and production environments, including security updates and defect resolution. Supervises twice-annual disaster recovery tests
- Operates CalSAWS in compliance with SLAs. Manages the creation of Root Cause Analysis (RCA) and implementation of process and technology improvements to improve stability
- Develops operations Deliverables on time. Updates Operational Working Documents (OWD) to reflect current maintenance processes
- Works with the Consortium to meet the timely request for and implementation of infrastructure (CalSAWS Hardware/CalSAWS Software) upgrades, hardware and software management, and rationalization reduction and ongoing cost optimization
- Serves as the Infrastructure Operations Manager ensuring the continuity of IT operations services including local area networks, wide area networks for CalSAWS

**Collaboration**

- Works with the Consortium, AWS and the QA vendor to resolve all CalSAWS issues related to ongoing CalSAWS operations and outages
- Collaborates with Consortium Section Directors and Managers in support of new initiatives and provides suggestions to continuously improve the CalSAWS technical business processes
- Collaborates with M&E initiative leads and application development teams to provide seamless service delivery, including continuity of infrastructure technology services

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Coaches and mentors 150 resources for career growth & professional development so teams have appropriate technical skills and are fit for CalSAWS Project culture
- Collaborates with Consortium to update and harden management processes to align with ITIL guidelines

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Ross Stores, Inc.	Contact Name: [REDACTED]
Project Name: Ross Technologies Support	Company Name: Ross Stores, Inc.
Time Period: September 1, 2012 – January 31, 2022	Phone Number: [REDACTED]
Percentage of Time: September 1, 2012 – February 28, 2021: 100% March 1, 2021 – January 31, 2022: 50%	Email: [REDACTED]
Staff Role: Multiple Roles – Infrastructure Operations Manager, Technology Delivery Lead, Client Service Delivery Lead (Operations)	

*Description of relevant experience:*

The Ross Technologies Support project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

- 1. Integrates with at least two applications, one of which is a COTS:** Oracle Warehouse Control Systems (WCS) integration with Oracle Retail Merchandising System (RMS), processing millions of transactions daily.
- 2. Interfaces with at least five external systems, at least one of which is real-time:** For the transportation systems, there is real-time integration with JDA Transportation Management, Merchandising (RMS), Planning (ARP, PLN), Forecasting (RDF), Supply Chain (RDM, TMS), Allocation (ACE), and hundreds of partners using Oracle Fusion Middleware (SOA).
- 3. Is accessed by at least 1,000 users at multiple locations:** The in-scope applications and infrastructure were used by more than 80,000 users across over 2,000 locations.
- 4. Has a contract value of at least \$10,000,000 dollars:** The solution contract value was greater than \$75,000,000 annually.
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The Ross Technologies Support project includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms.

In varied operations roles, Jeremy's responsibilities include:

**Project Scope**

- **Adhered to ITIL standards and framework for Service Operation processes: Event, Incident, Access, Problem and Facilities Management for Ross Technologies Support and operations.**

**PART 2 – INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Served as the Infrastructure Operations Manager leading the technology delivery Lead and client service delivery, supervising a team of 300 people based in the United States, India, and Philippines for Ross Technologies Support, which is a large and complex IT system
- Managed the implementation, on-going maintenance operations for the Azure hosted data lake for Business Intelligence and reporting services
- Managed operations and the optimization of AWS Connect solution to scale and handle the growing needs of the application, working closely in partnership with AWS to provide a reliable stable service to Ross Stores.
- Managed operations for JDA Transportation Management, a cloud-based application that integrated with transportation providers to support supply-chain and logistics operations
- Worked with client to meet the timely request for and implementation of infrastructure (hardware/software) upgrades:
- Migrated client from Cisco Call Center Solution to AWS Connect, receiving 250,000+ calls annually.
- Facilitated discussions on key decisions regarding efficient integration between AWS Connect solution and JDA workforce management
- Managed ongoing life cycle of 15,000 in-store Point of Sale (POS) systems
- Led journey for enterprise automation that resulted in reduction of IT support costs by more than 30% annually
- Managed the day-to-day activities of the Accenture Operations Staff leading an on-shore and offshore team who conducted batch operations and optimization, capacity planning, feature releases, and infrastructure support
- Transitioned application development projects from waterfall delivery methodology to Agile delivery methodology
- Implemented threat vulnerability program
- Developed and delivered operations deliverables on time
- Operated project in compliance with SLAs
- Served as the Infrastructure Operations Manager, Technology Delivery and Client Service Delivery Leader ensuring the continuity of on premise and cloud IT operations services for Ross Technologies Support including local, wide area network.
- Supported all LAN, WAN, mobile telephony, wireless, and conferencing systems including circuit provisioning, capacity planning, and vulnerability remediation
- Responsible for design and support for high availability cloud environments including maintenance of disaster recovery capability including facilitation of recurring exercises to validate ability to recover systems within RTO and RPO requirements.

**Collaboration**

- Collaborated with technical and application managers to provide seamless service delivery and continuity of infrastructure technology services, including the wide area network. Led program update and transformation of 1,500 sites to SD-WAN
- Collaborated with senior executives and technology teams to build an automated call center application for self-service password resets which reduced calls handled manually by 10,000 per month

**Total Duration of all Projects cited to meet the MQ:****10 years**

## 1.6 INFRASTRUCTURE SECURITY MANAGER STAFF QUALIFICATIONS

INFRASTRUCTURE SECURITY MANAGER			
PART 1 – RÉSUMÉ			
Contractor	Accenture LLP		
Candidate Name	Benjamin (Ben) Troglia		
Position in the Company	Technology Delivery Lead Associate Director	Length of Time in Position	1 year
Project Position & Responsibilities	Infrastructure Security Manager Project responsibilities will be as defined in RFP section 12.1.3.6.6.		
Skills & Qualifications for Project Position	<p>Ben delivers security services and validates compliance with industry standards and Privacy and Security Agreements. He defines and implements security policies, strategies, procedures, and configurations to confirm confidentiality, integrity, and availability of his clients' environments and data. He serves as the focal point for cybersecurity solutions for Salesforce, AWS security platforms, and identity and access management (IAM). Ben delivers cyberthreat intelligence, security assessment, and threat modeling solutions while providing insights using security tools including Akamai Web Application Security (WAF/DDOS), LogRhythm, Splunk, and Linux OS hardening. He has strong communication and collaboration skills to define and implement security architecture frameworks to protect environments. Ben responds promptly to security breaches and provides root cause analysis/mitigation plans to remedy situations.</p> <p><b>Qualifications:</b> Ben manages security solutions for large complex public services applications. He is a SME for security and regulator standards, including CIS, MARS-E 1.0/2.0, NIST 800-53, HIPAA, California Statewide Information Management Manual (SIMM), and California State Administrative Manual (SAM). Ben has 8.5 years of experience as a Security 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 <b>(MQ I-S21: Exceeds)</b>. For 8.5 of the past 10 years, he has served as a lead developing, implementing, improving, and monitoring industry standard Security strategies, solutions, and processes on projects involving large and complex IT systems and AWS cloud environments <b>(MQ I-S22: Exceeds)</b>. Ben has 8.5 years of experience applying Information Security principles, methods, and techniques in the development of Project security Deliverables on projects involving large and complex IT systems <b>(MQ I-S23: Exceeds)</b>. He has 8.5 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 <b>(MQ I-S24: Exceeds)</b>. Ben has six years of experience with systems that comply with the National Institute of Standards and Technology (NIST) 800-53 moderate baseline <b>(MQ I-S25: Exceeds)</b>. He additionally holds an (ISC)2 Certified Information Systems Security Professional (CISSP) certification and will maintain it for the duration of the contract <b>(MQ I-S26: Meets)</b>.</p>		
Relevant Experience (Add additional tables as needed)			

INFRASTRUCTURE SECURITY MANAGER					
Project Title	California Department of Public Health (CDPH), CalCONNECT				
Position Title	Security Manager				
Begin Date	06/2020	End Date	Ongoing	# of Months	31 total, 18 adjusted for project overlap
Scope and Description of Responsibility	<p><b>Scope:</b> Ben designs, builds, tests, and deploys security elements of the State's COVID-19 contact tracing and reporting program—a cloud-based solution using AWS and Salesforce cloud platforms.</p> <p><b>Responsibility:</b> Ben manages security strategies, solutions, and processes including access control, threat and vulnerability management, security information and event management (SIEM), IAM, incident response, compliance, application security, endpoint security, and network security. He conducts security assessments, penetration testing, vulnerability scans, and audits to identify potential weaknesses in the Information Security (IS) environment and works with Security teams to drive remediation efforts.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Ben used his experience managing large and complex public service systems to design a resilient solution to protect the State's web-based contact tracing program from unwanted attacks. He created a defense-in-depth approach to protect the program against attacks originating from anywhere in the world. Ben conducted vulnerability and penetration tests to identify advanced methods for exploiting vulnerabilities.</p> <p><b>Experience Attained:</b> Ben architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from vaccine hunters, Twitter bots, and malicious threat actors—protecting vaccines when supply was limited.</p>				
Project Title	California Department of Public Health (CDPH), Vaccine Management				
Position Title	Security Manager				
Begin Date	12/2020	End Date	Ongoing	# of Months	24 total, 11 adjusted for project overlap
Scope and Description of Responsibility	<p><b>Scope:</b> Ben leads a shared security team of 12 to design, build, test, and deploy the security elements of the State's cloud-based COVID-19 vaccine management solution, which uses AWS and Salesforce platforms.</p> <p><b>Responsibility:</b> Ben manages security strategies, solutions, and processes including access control, threat and vulnerability management, SIEM, IAM, incident response, compliance, application security, endpoint security, and network security. He conducts security assessments, penetration testing, vulnerability scans, and audits to identify potential weaknesses in the IS environment and works with Security teams to drive remediation efforts.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Ben used his experience managing large and complex public service systems to design a resilient solution to protect California's web-based Vaccine Management program from unwanted attacks. He created a defense-in-depth approach to protect against attacks from all over the world. Ben conducted vulnerability and penetration tests to identify advanced methods for attacking security features and infrastructure.</p> <p><b>Experience Attained:</b> Ben architected and deployed a complex bot management solution to protect California's COVID-19 vaccine registration from vaccine hunters, twitter bots, and malicious threat actors. The</p>				

INFRASTRUCTURE SECURITY MANAGER				
	bot management solution protected the available vaccines for California residents who needed access when vaccines were limited in supply. Ben also provided incident management, compliance, IAM, single sign-on, threat and vulnerability management, security information and event management, access control, insider threat, web application firewall, ethical hacking, identity verification, and endpoint security.			
Project Title	<b>The California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)</b>			
Position Title	Security Manager			
Begin Date	03/2014	End Date	05/2020	# of Months 75
Scope and Description of Responsibility	<p><b>Scope:</b> Ben designed and deployed network security infrastructure and solutions. He managed the threat and vulnerability processes and SIEM, performed security incident investigation and reporting, configured vendor firewalls, intrusion detection systems, and a remote virtual private network (VPN).</p> <p><b>Responsibility:</b> Ben defined and implemented security policies, strategies, procedures, and configurations to confirm confidentiality, integrity, and availability of the client's data and environment. He designed and conducted vulnerability and penetration tests to identify system and infrastructure vulnerabilities. Ben implemented, maintained, and enforced security and compliance standards, regulations, and policies.</p>			
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Ben assembled, configured, and ran vulnerability and strength tests for the Health Benefits Exchange infrastructure. He created automated and script-based attacks and tests using manual attack methods, known attack methods, and typical variations on those methods. He designed and conducted vulnerability and penetration tests to identify security and infrastructure vulnerabilities.</p> <p><b>Experience Attained:</b> Ben developed and deployed complex IAM solutions for self-service registration, user provisioning with approval workflows, application authentication, and single sign-on with enterprise credentials, serving 20,000 users, 10 million citizens, and 100,000 concurrent users, and met availability requirements of 98%. He led a security operations team that managed security devices and responded to events and incidents.</p>			
<b>Education (add rows as needed)</b>				
<b>Years</b>	<b>Course of Study</b>		<b>School</b>	
08/2004 – 06/2007	B.S., Computer Information Systems		University of the Pacific	
<b>Professional Certifications or Designations (add rows as needed)</b>				
<b>Certification or Designation</b>	<b>Organization</b>		<b>Dates</b>	
Certified Information Systems Security Professional (CISSP)	International Information System Security Certification Consortium (ISC) <sup>2</sup>		April 4, 2014 – April 30, 2023, Credential: 461611	
Project Management Professional (PMP)	Project Management Institute		03/2018 – 03/2024, Credential: 2179891	

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification I-S21	A minimum of three (3) years of experience as a Security Lead directly responsible for collaborating with application development teams, technical architects, and security policy experts to define and/or implement an integrated framework of solution security architecture.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: California Department of Public Health	Contact Name: [REDACTED]
Project Name: CalCONNECT	Company Name: CDPH
Time Period: (Month, Day, Year – Month, Day, Year) June 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: June 1, 2020 – December 13, 2020: 100% December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	Email: [REDACTED]
Staff Role: Security Manager	
<p><i>Description of relevant experience:</i></p> <p><b>As the Security Manager, Ben's accomplishments and responsibilities include:</b></p> <p><b>Solution development</b></p> <ul style="list-style-type: none"> <li>• Collaborates with Application Development teams, technical architects, the CDPH Security Operations Lead, and the CDPH Privacy Officer security policy experts to define and implement an integrated framework of security solution architecture that includes information security policies, strategies, procedures, and <b>configurations to promote confidentiality, integrity, and availability of the CalCONNECT environment and data</b></li> <li>• Led the design, development, and implementation of a DevSecOps solution for the CalCONNECT solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)</li> <li>• Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments</li> <li>• Identifies information security (IS) weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards</li> <li>• Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on</li> <li>• Developed and implemented the CalCONNECT project's plans and procedures for business continuity and security incident management</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Created, manages, and updates the CalCONNECT project's System Security Plan (SSP) that contains the project's security controls and procedures
- Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection
- Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from malicious threat actors

**Reporting**

- Maintains the IS strategy (forward-looking roadmap), aligning services to the strategy
- Monitors the threat landscape using cloud access service broker (CASB) and native AWS security monitoring functionality, and makes timely adjustments and/or recommendations to reduce risk
- Responds timely to security events/incidents and provides timely notification of incidents to the CDPH Security Operations Lead and the CDPH Privacy Officer of incidents, in accordance with requirements for security incident notification

**Compliance**

- Confirms delivery of information security services follows applicable standards and regulatory requirements (such as applicable NIST 800-53 controls) and is in accordance with the project's approved System Security Plan
- Conducts ongoing security awareness efforts for Accenture team members to confirm understanding and compliance with relevant IS obligations, customer security policies, supporting documentation, and procedures, including the completion of the required Salesforce development security training upon project onboarding/roll-on
- Created, updates, and manages the CalCONNECT project's plans and procedures for disaster recovery, and leads the execution of both partial and full recoveries of the myCAVax solution
- Implemented, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data:
  - Federal Information Processing Standard Publication 199
  - California Statewide Information Management Manual (SIMM)
  - California State Administrative Manual (SAM)
  - HIPAA regulatory standards
  - NIST 800-53: Security and Privacy Controls for Information Systems Organizations

<b>Project #2</b>	<b>Contact #2</b>
<i>Company Name:</i> California Department of Public Health	<i>Contact Name:</i> [REDACTED]
<i>Project Name:</i> Vaccine Management Program	<i>Company Name:</i> CDPH
<i>Time Period:</i> December 14, 2020 – January 4, 2023 (Ongoing)	<i>Phone Number:</i> [REDACTED]

## PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

Percentage of Time: December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	Email: <span style="background-color: black; color: black;">[REDACTED]</span>
Staff Role: Security Manager	
Description of relevant experience:  <b>As the Security Manager, Ben's accomplishments and responsibilities include:</b> <b>Solution development</b> <ul style="list-style-type: none"> <li>• Collaborates with Application Development teams, technical architects, the CDPH Security Operations Lead, and the CDPH Privacy Officer <b>to define and implement an integrated framework of security solution architecture that includes information security policies, strategies, procedures, and configurations to promote confidentiality, integrity, and availability of the Vaccine Management Program environment and data</b></li> <li>• Led the design, development, and implementation of a DevSecOps solution for the Vaccine Management solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)</li> <li>• Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments</li> <li>• Identifies information security weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards</li> <li>• Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on</li> <li>• Developed and implemented the Vaccine Management Program's plans and procedures for business continuity and security incident management</li> <li>• Created, manages, and updates the Vaccine Management Program's System Security Plan that contains the project's security controls and procedures</li> <li>• Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection</li> <li>• Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from vaccine hunters, Twitter bots, and malicious threat actors to protect vaccines when supply was limited</li> <li>• Maintains IS strategy (forward-looking roadmap), aligning services to the strategy</li> <li>• Monitors the threat landscape using cloud access service broker (CASB) and native AWS security monitoring functionality, and makes timely adjustments and/or recommendations to reduce risk</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Responds timely to security events/incidents and provides timely notification of incidents to the CDPH Security Operations Lead and the CDPH Privacy Officer of incidents, in accordance with requirements for security incident notification

**Compliance**

- Confirms delivery of information security services follows applicable standards and regulatory requirements (such as applicable NIST 800-53 controls) and is in accordance with the project's approved System Security Plan
- Conducts ongoing security awareness efforts for Accenture team members to confirm understanding and compliance with relevant IS obligations, customer security policies, supporting documentation, and procedures, including the completion of the required Salesforce development security training upon project onboarding/roll-on
- Created, updates, and manages the Vaccine Management Program's plans and procedures for disaster recovery, and leads the execution of both partial and full recoveries of the CalCONNECT solution
- Implemented, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data:
  - Federal Information Processing Standard Publication 199
  - California Statewide Information Management Manual (SIMM)
  - California State Administrative Manual (SAM)
  - HIPAA regulatory standards
  - NIST 800-53: Security and Privacy Controls for Information Systems Organizations

Project #3	Contact #3
Company Name: <i>California Office of Systems Integration, Covered California</i>	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: CalHEERS
Time Period: March 1, 2014 – May 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Security Manager	
<p><i>Description of relevant experience:</i></p> <p><b>As the Security Manager, Ben's accomplishments and responsibilities included:</b></p> <p><b>Solution development</b></p> <ul style="list-style-type: none"> <li>• Collaborated with Application Development teams, technical architects, the Covered California Chief Information Security Officer (CISO), and the Covered California Security Architect on the CalHEERS project <b>to define and implement an integrated framework of security solution architecture</b></li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Built a comprehensive security program that aligned to standards from the Federal Information Security Management Act (FISMA), the National Institute of Standards and Technology (NIST) 800-37 Risk Management Framework and 800-53 System Security Plan controls, and IRS Safeguard Procedures
- Conducted information security risk assessment and privacy impact assessments annually
- Validated security controls and processes via annual security control reviews in accordance with the Centers for Medicare & Medicaid Services (CMS) Minimum Acceptable Risk Standards for Exchanges (MARS-E) standards, and reviewed results of reviews and recommendations with Covered California's CISO and Security Architect
- Managed and tracked security gaps identified during assessments and audits using the CalHEERS project's Plan of Action and Milestones (POA&M) process
- Developed and deployed complex identity and access management (IAM) solutions using the Oracle Identity and Access Management (IAM) platform for self-service registration, user provisioning, application authentication, and single sign-on with enterprise credentials
- Enabled the provisioning and secure management of more than 20,000 internal users, 10 million Californians, and 100,000 concurrent users and met availability requirements of 98 percent

**Reporting**

- Led a security team that managed security devices and responded to security events/incidents, including timely notification of incidents to the CISO and Security Architect in accordance with the CalHEERS project's requirements for security incident notification
- Conducted routine weekly scanning of servers using the project's Qualys solution to identify and rank vulnerabilities delivered in summary and detailed reports, so CalHEERS project leadership could prioritize remediation actions according to vulnerability threat and potential impact levels
- Designed and conducted vulnerability and penetration testing to identify and test methods for exploiting vulnerabilities to circumvent or defeat the security features of the system and supporting infrastructure and provide recommendations for remediation and mitigation to the Covered California CISO and Security Architect
- Supported the CalHEERS infrastructure, including assembling, configuring, and running various tests, such as manual and automated attack methods for penetration testing

**Compliance**

- Adhered to security compliance and privacy requirement standards, including the Centers for Medicare & Medicaid Services (CMS) Minimum Acceptable Risk Standards for Exchanges (MARS-E); Patient Protection and Affordable Care Act (PPACA); IRS Publication 1075 Tax Information Security Guidelines for Federal, State, and Local Agencies; and State of California privacy requirements
- Reviewed and maintained security measures, recommended actions, and implemented enhancements
- Created, updated, and managed the CalHEERS project's System Security Plan, technical design documents and operational manuals for security tools, security architecture diagrams, and security incident management procedures
- Managed the application security testing program, which included scans of application code via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"> <li>Collaborated with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments</li> <li>Created, updated, and managed the CalHEERS project's plans and procedures for disaster recovery and business continuity, and led the execution of restores for the CalHEERS system's data centers</li> </ul>	
<b>Total Duration of all Projects cited to meet the MQ:</b> <b>8 years, 8 months</b>	
Minimum Qualification I-S22	A minimum of three (3) years of lead experience within the past ten (10) years developing, implementing, improving and monitoring industry standard Security strategies, solutions, and processes on Projects involving large and complex IT systems and/or AWS cloud environment.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: California Department of Public Health	Contact Name: [REDACTED]
Project Name: CalCONNECT	Company Name: CDPH
Time Period: (Month, Day, Year – Month, Day, Year) June 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: June 1, 2020 – December 13, 2020: 100% December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	Email: [REDACTED]
Staff Role: Security Manager	
Description of relevant experience:  The CalCONNECT project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP: <ul style="list-style-type: none"> <li><b>Integrates with at least two applications, one of which is a COTS:</b> The CalCONNECT solution integrated with a COTS application (CalREDIE) using the MuleSoft Integration Platform. Integrations were also in place to connect AWS and Salesforce platforms: Amazon Connect (cloud-based call center), NICE IEX (workforce and workload management), and Salesforce for CRM/case management and analytics.</li> <li><b>Interfaces with at least five external systems, at least one of which is real-time:</b> The CalCONNECT solution integrated with the CalREDIE (Disease Surveillance System), CAIR2 (California Immunization Registry), Qualtrics (real time), San Francisco Health Department, and Los Angeles Health Department.</li> <li><b>Is accessed by at least 1,000 users at multiple locations:</b> The CalCONNECT contact tracing system solution was accessed by 26,000 users.</li> <li><b>Has a contract value of at least \$10,000,000:</b> The total contract value was \$212,000,000.</li> <li><b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalCONNECT solution features a customized front end to meet the specific needs of the Local Health Jurisdiction (LHJ) caseworkers and</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

agents, along with a customized user portal for schools and business. The multi-tiered platform integrates with multiple legacy systems through an enterprise service bus, using data from those systems for case processing as required.

**As the Security Manager, Ben's accomplishments and responsibilities include:****Solution development**

- **Develops, implements, improves, and monitors industry-standard security strategies, solutions, and processes on CalCONNECT's large, complex IT systems, including Salesforce and AWS**
- Collaborates with Application Development teams, technical architects, the CDPH Security Operations Lead, and the CDPH Privacy Officer to define and implement an integrated framework of security solution architecture
- Led the design, development, and implementation of a DevSecOps solution for the CalCONNECT solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)
- Identifies information security (IS) weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards
- Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on
- Developed and implemented the CalCONNECT project's plans and procedures for business continuity and security incident management
- Creates, manages, and updates the CalCONNECT project's System Security Plan (SSP) that contains the project's security controls and procedures
- Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection
- Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from malicious threat actors

**Reporting**

- Maintains IS strategy (forward-looking roadmap), aligning services to the strategy
- Monitors the threat landscape using cloud access service broker (CASB) and native AWS security monitoring functionality, and makes timely adjustments and/or recommendations to reduce risk
- Responds timely to security events/incidents and provides timely notification of incidents to the CDPH Security Operations Lead and the CDPH Privacy Officer of incidents, in accordance with requirements for security incident notification

**Compliance**

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- Confirms delivery of information security services follows applicable standards and regulatory requirements (such as applicable NIST 800-53 controls) and is in accordance with the project's approved System Security Plan
- Conducts ongoing security awareness efforts for Accenture team members to confirm understanding and compliance with relevant IS obligations, customer security policies, supporting documentation, and procedures, including the completion of the required Salesforce development security training upon project onboarding/roll-on
- Created, updates, and manages the CalCONNECT project's plans and procedures for disaster recovery, and leads the execution of both partial and full recoveries of the myCAVax solution
- Implemented, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data:
- Federal Information Processing Standard Publication 199
- California Statewide Information Management Manual (SIMM)
- California State Administrative Manual (SAM)
- HIPAA regulatory standards
- NIST 800-53: Security and Privacy Controls for Information Systems Organizations

Project #2	Contact #2
Company Name: California Department of Public Health	Contact Name: [REDACTED]
Project Name: Vaccine Management Program	Company Name: CDPH
Time Period: December 14, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	Email: [REDACTED]
Staff Role: Security Manager	
Description of relevant experience:	
<p>The Vaccine Management Program project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ul style="list-style-type: none"> <li>• <b>Integrates with at least two applications, one of which is a COTS:</b> The Vaccine Management solution integrates with MuleSoft, Salesforce AWS and DocuSign, all of which are COTS platforms.</li> <li>• <b>Interfaces with at least five external systems, at least one of which is real-time:</b> Through MuleSoft, Salesforce, AWS, and DocuSign platforms, the Vaccine Management solution integrated with the CDPH, California Department of Technology (CDT), California Governor's Office of Emergency Services (CalOES), local health jurisdictions (LHJ), Center for Disease Control (CDC), U.S. Food and Drug Administration (FDA)</li> </ul>	

## PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

through the Vaccine Adverse Event Reporting System (VAERS), California Department of Motor Vehicles (DMV), San Francisco Health Department, Los Angeles Health Department, educational institutions, clinics, and State and local government databases. The Vaccine Management solution used the Artificial Intelligence Plus (AIP+) platform of pre-integrated components—including a data lake, data warehouse, and processing tools as well as advanced analytical tools and artificial intelligence—that were hosted on the cloud with AWS. We used Salesforce Cloud to integrate public health and third-party data from various sources and feed it into the AIP+ platform in real time.

- **Is accessed by at least 1,000 users at multiple locations:** The Vaccine Management portal is accessed by 16,000 COVID-19 vaccine providers.
- **Has a contract value of at least \$10,000,000:** The total contract value was \$283,000,000.
- **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The Vaccine Management portal (for providers) included multi-tiered architecture including front-end applications optimized for various user interface platforms. The Vaccine Management Program end-to-end architecture includes: a public web front-end portal with eight language translations, a back-end data model with fuzzy match algorithms and immunization registry integration, a virtual assistant tool with process flows for the public to report issues, a security and integration to identity verification solution, and a staff remediation tool with AI-driven automation for data remediation.

**As the Security Manager, Ben's accomplishments and responsibilities include:**

### **Solution development**

- **Develops, implements, improves, and monitors industry-standard security strategies, solutions, and processes on the Vaccine Management Program's large, complex IT systems, including Salesforce and AWS**
- Collaborates with Application Development teams, technical architects, the CDPH Security Operations Lead, and the CDPH Privacy Officer to define and implement an integrated framework of security solution architecture
- Led the design, development, and implementation of a DevSecOps solution for the Vaccine Management solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)
- Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Identifies information security weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards
- Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on
- Developed and implemented the Vaccine Management Program's plans and procedures for business continuity and security incident management
- Created, manages, and updates the Vaccine Management Program's System Security Plan that contains the project's security controls and procedures

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection
- Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from vaccine hunters, Twitter bots, and malicious threat actors to protect vaccines when supply was limited

**Reporting**

- Maintains IS strategy (forward-looking roadmap), aligning services to the strategy
- Monitors the threat landscape using cloud access service broker (CASB) and native AWS security monitoring functionality, and makes timely adjustments and/or recommendations to reduce risk
- Responds timely to security events/incidents and provides timely notification of incidents to the CDPH Security Operations Lead and the CDPH Privacy Officer of incidents, in accordance with requirements for security incident notification

**Compliance**

- Confirms delivery of information security services follows applicable standards and regulatory requirements (such as applicable NIST 800-53 controls) and is in accordance with the project's approved System Security Plan
- Conducts ongoing security awareness efforts for Accenture team members to confirm understanding and compliance with relevant IS obligations, customer security policies, supporting documentation, and procedures, including the completion of the required Salesforce development security training upon project onboarding/roll-onCreated, updates, and manages the Vaccine Management Program's plans and procedures for disaster recovery, and leads the execution of both partial and full recoveries of the CalCONNECT solution
- Implemented, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data:
  - Federal Information Processing Standard Publication 199
  - California Statewide Information Management Manual (SIMM)
  - California State Administrative Manual (SAM)
  - HIPAA regulatory standards
  - NIST 800-53: Security and Privacy Controls for Information Systems Organizations

<b>Project #3</b>	<b>Contact #3</b>
Company Name: <i>California Office of Systems Integration, Covered California</i>	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: CalHEERS
Time Period: March 1, 2014 – May 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]

## PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

Staff Role: Security Manager

*Description of relevant experience:*

The CalHEERS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

- **Integrates with at least two applications, one of which is a COTS:** The CalHEERS solution integrated with eight COTS applications, including Oracle and GetInsured, for healthcare eligibility, enrollment, and billing.
- **Interfaces with at least five external systems, at least one of which is real-time:** The CalHEERS solution integrated with the Department of Health Care Services MEDS system (real time), as well as the California Statewide Automated Welfare systems, including C-IV (consortium of 39 counties), LEADER Replacement System (LRS), Los Angeles County, and CalWIN (consortium of 18 counties). There were additional legacy systems interfaces to insurance carriers, and State and federal verification services and systems of organizations, such as Franchise Tax Board (FTB), Employment Development Department (EDD), and IRS.
- **Is accessed by at least 1,000 users at multiple locations:** The CalHEERS solution was accessed by 5.5 million users in multiple locations.
- **Has a contract value of at least \$10,000,000:** The total contract value was approximately \$1,090,000,000.
- **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The CalHEERS solution included a customer-facing user interface built on REACT that was optimized for a mobile and desktop experience. The solution included an application and data layer along with a rules engine and implemented micro-services to access various services across the solution.

**As the Security Manager, Ben's accomplishments and responsibilities included:**

### **Solution development**

- **Led the development, implementation, improvement, and ongoing monitoring of industry-standard security strategies, solutions, and processes using COTS applications, such as Oracle and GetInsured, on CalHEERS**
- Developed, implemented and managed the CalHEERS project's application security testing program, which included scans of application code in AWS-hosted development and test environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)
- Implemented, maintained and managed the security solutions for the CalHEERS project's archived data storage and development and test environments that were hosted in both the CalHEERS AWS cloud and on-premises data centers
- Conducted information security risk assessment and privacy impact assessments annually
- Validated security controls and processes via annual security control reviews in accordance with the Centers for Medicare & Medicaid Services (CMS) Minimum Acceptable Risk Standards for Exchanges (MARS-E) standards, and reviewed results of reviews and recommendations with Covered California's CISO and Security Architect
- Managed and tracked security gaps identified during assessments using the federal POA&M process
- Developed and deployed complex IAM solutions using the Oracle Identity and Access Management (IAM) platform for self-service registration, user provisioning, application authentication, and single sign-on with enterprise credentials

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Enabled the provisioning and secure management of more than 20,000 internal users, 10 million Californians, and 100,000 concurrent users, meeting availability requirements of 98 percent
- Reviewed and maintained security measures, recommended actions, and implemented enhancements
- Created, updated, and managed the CalHEERS project's System Security Plan, technical design documents and operational manuals for security tools, security architecture diagrams, and security incident management procedures
- Managed the application security testing program, which included scans of application code via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)

**Reporting**

- Led a security team that managed security devices and responded to security events/incidents, including timely notification of incidents to the CISO and Security Architect in accordance with the CalHEERS project's requirements for security incident notification
- Conducted routine weekly scanning of servers using the project's Qualys solution to identify and rank vulnerabilities delivered in summary and detailed reports, so CalHEERS project leadership could prioritize remediation actions according to vulnerability threat and potential impact levels
- Designed and conducted vulnerability and penetration testing to identify and test methods for exploiting vulnerabilities to circumvent or defeat the security features of the system and supporting infrastructure and provide recommendations for remediation and mitigation to the Covered California CISO and Security Architect
- Supported the CalHEERS infrastructure, including assembling, configuring, and running various tests, such as manual and automated attack methods for penetration testing
- Collaborated with a partner to manage a security team that managed security devices and responded to security events/incidents

**Compliance**

- Adhered to security compliance and privacy requirement standards, including the CMS MARS-E; PPACA; IRS Publication 1075 Tax Information Security Guidelines for Federal, State, and Local Agencies; and State of California privacy requirements
- Collaborated with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Created, updated, and managed the CalHEERS project's plans and procedures for disaster recovery and business continuity, and led the execution of restores for the CalHEERS system's data centers
- Implemented, maintained, and enforced the security and compliance standards, regulations, policies, and frameworks to protect PII, PHI, and FTI data:
- NIST 800-53: Security and Privacy Controls for Information Systems Organizations that confirms delivery of information security services follows applicable standards and regulatory requirements
- Federal Information Processing Standard Publication 199
- California Statewide Information Management Manual (SIMM)
- California State Administrative Manual (SAM)

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"> <li>• MARS-E, Versions 1.0 and 2.0: Volume III: Catalog of Minimum Acceptable Risk Security and Privacy Controls for Exchanges</li> <li>• HIPAA regulatory standards</li> <li>• Built a comprehensive security program that aligned to standards from the FISMA and the NIST 800-37 Risk Management Framework</li> </ul>	
<b>Total Duration of all Projects cited to meet the MQ:</b>	<b>8 years, 8 months</b>
Minimum Qualification I-S23	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.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: California Department of Public Health	Contact Name: [REDACTED]
Project Name: CalCONNECT	Company Name: CDPH
Time Period: (Month, Day, Year – Month, Day, Year) June 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: June 1, 2020 – December 13, 2020: 100% December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	Email: [REDACTED]
Staff Role: Security Manager	
<p><i>Description of relevant experience:</i></p> <p>The CalCONNECT project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:</p> <ul style="list-style-type: none"> <li>• <b>Integrates with at least two applications, one of which is a COTS:</b> The CalCONNECT solution integrated with a COTS application (CalREDIE) using the MuleSoft Integration Platform. Integrations were also in place to connect AWS and Salesforce platforms: Amazon Connect (call center), NICE IEX (workforce and workload management), and Salesforce for CRM/case management and analytics.</li> <li>• <b>Interfaces with at least five external systems, at least one of which is real-time:</b> The CalCONNECT solution integrated with the CalREDIE (Disease Surveillance System), CAIR2 (California Immunization Registry), Qualtrics (real time), San Francisco Health Department, and Los Angeles Health Department.</li> <li>• <b>Is accessed by at least 1,000 users at multiple locations:</b> The CalCONNECT contact tracing system solution was accessed by 26,000 users.</li> <li>• <b>Has a contract value of at least \$10,000,000:</b> The total contract value was \$212,000,000.</li> <li>• <b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalCONNECT solution features a customized front end to meet the specific needs of the Local Health Jurisdiction (LHJ) caseworkers and</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

agents, along with a customized user portal for schools and business. The multi-tiered platform integrates with multiple legacy systems through an enterprise service bus, using data from those systems for case processing as required.

**As the Security Manager, Ben's accomplishments and responsibilities include:****Solution development**

- **Applies information security principles, methods, and techniques and leads the development**, management and execution **of project security deliverables, including CalCONNECT's** System Security Plan that contains the project's security controls and procedures, the Disaster Recovery Plan, Security Incident Response Management plan, Technical Design Documents and Operational Manuals for security tools, and Security Architecture Diagrams which are updated annually
- Led the design, development, and implementation of a DevSecOps solution for the CalCONNECT solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)
- Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Identifies information security (IS) weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards
- Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on
- Developed and implemented the CalCONNECT project's plans and procedures for business continuity and security incident management
- Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection
- Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Collaborates with client Development, Technical, and Security teams to define and implement information security policies, strategies, procedures, and configurations to confirm confidentiality, integrity, and availability of the client's environment and data
- Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from malicious threat actors

**Reporting**

- Maintains the IS strategy (forward-looking roadmap), aligning services to the strategy
- Monitors the threat landscape using cloud access service broker (CASB) and native AWS security monitoring functionality, and makes timely adjustments and/or recommendations to reduce risk
- Responds timely to security events/incidents and provides timely notification of incidents to the CDPH Security Operations Lead and the CDPH Privacy Officer of incidents, in accordance with requirements for security incident notification

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE****Compliance**

- Confirms delivery of information security services follows applicable standards and regulatory requirements (such as applicable NIST 800-53 controls) and is in accordance with the project's approved System Security Plan
- Conducts ongoing security awareness efforts for Accenture team members to confirm understanding and compliance with relevant IS obligations, customer security policies, supporting documentation, and procedures, including the completion of the required Salesforce development security training upon project onboarding/roll-on
- Created, updates, and manages the CalCONNECT project's Disaster Recovery Plan containing the procedures for disaster recovery, and leads the execution of both partial and full recoveries of the myCAVax solution
- Implements, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data:
  - Federal Information Processing Standard Publication 199
  - California Statewide Information Management Manual (SIMM)
  - California State Administrative Manual (SAM)
  - HIPAA regulatory standards
  - NIST 800-53: Security and Privacy Controls for Information Systems Organizations

<b>Project #2</b>	<b>Contact #2</b>
<i>Company Name:</i> California Department of Public Health	<i>Contact Name:</i> [REDACTED]
<i>Project Name:</i> Vaccine Management Program	<i>Company Name:</i> CDPH
<i>Time Period:</i> December 14, 2020 – January 4, 2023 (Ongoing)	<i>Phone Number:</i> [REDACTED]
<i>Percentage of Time:</i> December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	<i>Email:</i> [REDACTED]
<i>Staff Role:</i> Security Manager	
<i>Description of relevant experience:</i>  The Vaccine Management Program project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP: <ul style="list-style-type: none"> <li>• <b>Integrates with at least two applications, one of which is a COTS:</b> The Vaccine Management solution integrates with MuleSoft, Salesforce AWS and DocuSign, all of which are COTS platforms.</li> <li>• <b>Interfaces with at least five external systems, at least one of which is real-time:</b> Through MuleSoft, Salesforce, AWS, and DocuSign platforms, the Vaccine Management solution integrated with the CDPH, California Department of Technology (CDT), California Governor's Office of Emergency Services (CalOES), local health jurisdictions (LHJ), Center for Disease Control (CDC), U.S. Food and Drug Administration (FDA)</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

through the Vaccine Adverse Event Reporting System (VAERS), California Department of Motor Vehicles (DMV), San Francisco Health Department, Los Angeles Health Department, educational institutions, clinics, and State and local government databases. The Vaccine Management solution used our Artificial Intelligence Plus (AIP+) platform of pre-integrated components—including a lake, warehouse, and processing tools for data as well as advanced analytical tools and artificial intelligence—that were hosted on the cloud with AWS. We used Salesforce Cloud to integrate public health and third-party data from various sources and feed it into the AIP+ platform in real time.

- **Is accessed by at least 1,000 users at multiple locations:** The Vaccine Management portal is accessed by 16,000 COVID-19 vaccine providers.
- **Has a contract value of at least \$10,000,000:** The total contract value was \$283,000,000.
- **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The Vaccine Management portal (for providers) included multi-tiered architecture including front-end applications optimized for various user interface platforms. The Vaccine Management Program end-to-end architecture includes: a public web front-end portal with eight language translations, a back-end data model with fuzzy match algorithms and immunization registry integration, a virtual assistant tool with process flows for the public to report issues, a security and integration to identity verification solution, and a staff remediation tool with AI-driven automation for data remediation.

**As the Security Manager, Ben's accomplishments and responsibilities include:**

**Solution development**

- **Applies information security principles, methods, and techniques and leads the development of project security deliverables, including** the Vaccine Management Program's System Security Plan that contains the project's security controls and procedures, the Disaster Recovery Plan, Security Incident Response Management Plan, Technical Design Documents and Operational Manuals for security tools, and security architecture diagrams which are updated annually
- Led the design, development, and implementation of a DevSecOps solution for the Vaccine Management solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)
- Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Identifies information security weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards
- Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on
- Developed and implemented the Vaccine Management Program's plans and procedures for business continuity and security incident management
- Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from vaccine hunters, Twitter bots, and malicious threat actors to protect vaccines when supply was limited
- Collaborates with Application Development teams, technical architects, and the CDPH Security Operations Lead, and the CDPH Privacy Officer to define and implement an integrated framework of security solution architecture that includes information security policies, strategies, procedures, and configurations to promote confidentiality, integrity, and availability of the Vaccine Management Program environment and data

**Reporting**

- Maintains the IS strategy (forward-looking roadmap), aligning services to the strategy
- Monitors the threat landscape using cloud access service broker (CASB) and native AWS security monitoring functionality, and makes timely adjustments and/or recommendations to reduce risk
- Responds timely to security events/incidents and provides timely notification of incidents to the CDPH Security Operations Lead and the CDPH Privacy Officer of incidents, in accordance with requirements for security incident notification

**Compliance**

- Confirms delivery of information security services follows applicable standards and regulatory requirements (such as applicable NIST 800-53 controls) and is in accordance with the project's approved System Security Plan
- Conducts ongoing security awareness efforts for Accenture team members to confirm understanding and compliance with relevant IS obligations, customer security policies, supporting documentation, and procedures, including the completion of the required Salesforce development security training upon project onboarding/roll-on
- Created, updates, and manages the Vaccine Management Program's Disaster Recovery Plan containing procedures for disaster recovery, and leads the execution of both partial and full recoveries of the CalCONNECT solution
- Implemented, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data:
- Federal Information Processing Standard Publication 199
- California Statewide Information Management Manual (SIMM)
- California State Administrative Manual (SAM)
- HIPAA regulatory standards
- NIST 800-53: Security and Privacy Controls for Information Systems Organizations

Project #3	Contact #3
Company Name: <i>California Office of Systems Integration, Covered California</i>	Contact Name: <span style="background-color: black; color: black;">XXXXXXXXXX</span>
Project Name: CalHEERS	Company Name: CalHEERS

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
Time Period: March 1, 2014 – May 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Security Manager	
<p><i>Description of relevant experience:</i></p> <p>The CalHEERS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ul style="list-style-type: none"> <li>• <b>Integrates with at least two applications, one of which is a COTS:</b> The CalHEERS solution integrated with eight COTS applications, including Oracle and GetInsured, for healthcare eligibility, enrollment, and billing.</li> <li>• <b>Interfaces with at least five external systems, at least one of which is real-time:</b> The CalHEERS solution integrated with the Department of Health Care Services MEDS system (real time), as well as the California Statewide Automated Welfare systems, including C-IV (consortium of 39 counties), LEADER Replacement System (LRS), Los Angeles County, and CalWIN (consortium of 18 counties). There were additional legacy systems interfaces to insurance carriers, and State and federal verification services and systems of organizations, such as Franchise Tax Board (FTB), Employment Development Department (EDD), and IRS.</li> <li>• <b>Is accessed by at least 1,000 users at multiple locations:</b> The CalHEERS solution was accessed by 5.5 million users in multiple locations.</li> <li>• <b>Has a contract value of at least \$10,000,000:</b> The total contract value was approximately \$1,090,000,000.</li> <li>• <b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalHEERS solution included a customer-facing user interface built on REACT that was optimized for a mobile and desktop experience. The solution included an application and data layer along with a rules engine and implemented micro-services to access various services across the solution.</li> </ul> <p><b>As the Security Manager, Ben's accomplishments and responsibilities included:</b></p> <p><b>Solution development</b></p> <ul style="list-style-type: none"> <li>• <b>Applied information security principles, methods, and techniques and led the development of project security deliverables, including the CalHEERS System Security Plan</b> that contains the project's security controls and procedures, Security Risk Assessment, and Privacy Impact Assessment which were updated annually</li> <li>• Validated security controls and processes via annual security control reviews in accordance with the Centers for Medicare &amp; Medicaid Services (CMS) Minimum Acceptable Risk Standards for Exchanges (MARS-E) standards, and reviewed results of reviews and recommendations with Covered California's CISO and Security Architect</li> <li>• Led a security operations team that managed security devices and responded to security events/incidents</li> <li>• Managed and tracked security gaps identified during assessments and audits using the CalHEERS project's Plan of Action and Milestones (POA&amp;M) process</li> <li>• Developed and deployed complex IAM solutions using the Oracle Identity and Access Management (IAM) platform for self-service registration, user provisioning, application authentication, and single sign-on with enterprise credentials</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Enabled the provisioning and secure management of more than 20,000 internal users, 10 million Californians, and 100,000 concurrent users, and met availability requirements of 98 percent
- Reviewed and maintained security measures, recommended actions, and implemented enhancements
- Managed the application security testing program, which included scans of application code via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)

**Reporting**

- Led a security team that managed security devices and responded to security events/incidents, including timely notification of incidents to the CISO and Security Architect in accordance with the CalHEERS project's requirements for security incident notification
- Conducted routine weekly scanning of servers using the project's Qualys solution to identify and rank vulnerabilities delivered in summary and detailed reports, so CalHEERS project leadership could prioritize remediation actions according to vulnerability threat and potential impact levels
- Designed and conducted vulnerability and penetration testing to identify and test methods for exploiting vulnerabilities to circumvent or defeat the security features of the system and supporting infrastructure and provide recommendations for remediation and mitigation to the Covered California CISO and Security Architect
- Conducted the information security risk assessment and privacy impact assessment for the CalHEERS system
- Supported the CalHEERS infrastructure, including assembling, configuring, and running various tests, such as manual and automated attack methods and tests for penetration testing

**Compliance**

- Adhered to security compliance and privacy requirement standards, including the CMS MARS-E; PPACA; IRS Publication 1075 Tax Information Security Guidelines for Federal, State, and Local Agencies; and State of California privacy requirements
- Created, updated, and managed the CalHEERS project's System Security Plan, technical design documents and operational manuals for security tools, security architecture diagrams, and security incident management procedures
- Collaborated with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Created, updated, and managed the CalHEERS project's Disaster Recovery Plan containing the procedures for disaster recovery and business continuity, and led the execution of restores for the CalHEERS system's data centers
- Implemented, maintained, and enforced the security and compliance standards, regulations, policies, and frameworks to protect PII, PHI, and FTI data:
- NIST 800-53: Security and Privacy Controls for Information Systems Organizations that confirms delivery of information security services follows applicable standards and regulatory requirements
- Federal Information Processing Standard Publication 199
- California Statewide Information Management Manual (SIMM)

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"> <li>California State Administrative Manual (SAM)</li> <li>MARS-E, Versions 1.0 and 2.0: Volume III: Catalog of Minimum Acceptable Risk Security and Privacy Controls for Exchanges</li> <li>HIPAA regulatory standards</li> <li>IRS Publication 1075: Tax Information Security Guidelines for Federal, State, and Local Agencies (Safeguards for Protecting Federal Tax Information (FTI))</li> <li>Built a comprehensive security program that aligned to standards from the FISMA and the NIST 800-37 Risk Management Framework</li> </ul>	
<b>Total Duration of all Projects cited to meet the MQ:</b>	<b>8 years, 8 months</b>
Minimum Qualification I-S24	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.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: California Department of Public Health	Contact Name: [REDACTED]
Project Name: CalCONNECT	Company Name: CDPH
Time Period: (Month, Day, Year – Month, Day, Year) June 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: June 1, 2020 – December 13, 2020: 100% December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	Email: [REDACTED]
Staff Role: Security Manager	
Description of relevant experience:	
<p><b>As the Security Manager, Ben's accomplishments and responsibilities include:</b></p> <p><b>Solution development</b></p> <ul style="list-style-type: none"> <li><b>Assesses system data sensitivity using security categorizations while identifying and implementing the following security controls to protect PII and PHI:</b></li> <li>State Administrative Manual (SAM) sections 5300 – 5365.3 (06/2014)</li> <li>Statewide Information Management Manual (SIMM) section SIMM 5305-A (01/2018)</li> <li>Public Health Administrative Manual (PHAM) Privacy Act</li> <li>CDPH Information Systems Security Requirements for Projects (ISO/SR1)</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- NIST 800-111 Guide to Storage Encryption Technologies for End User Devices (11/2007)
- NIST 800-88 Guidelines for Media Sanitation (12/2014)
- NIST 800-71 Recommendation for Key Establishment Using Symmetric Block Ciphers (06/2018)
- NIST 800-39 Managing Information Security Risk (03/2011)
- NIST 800-30 Risk Management Guide for Information Technology Systems (09/2012)
- NIST 800-63-3 Electronic Authentication Guideline
- FIPS Pub 199 Standards for Security Categorization of Federal Information and Information Systems (02/2004)
- California Government Code sections 11019.9 and 11549.3 (2010)
- Information Privacy Act (Civil Code section 1798 et seq.)
- Public Records Act (California Gov. Code Section 6250 et seq.)
- Implements, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data:
  - Federal Information Processing Standard Publication 199
  - California Statewide Information Management Manual (SIMM)
  - California State Administrative Manual (SAM)
  - HIPAA regulatory standards
  - NIST 800-53: Security and Privacy Controls for Information Systems Organizations
- Collaborates with Application Development teams, technical architects, the CDPH Security Operations Lead, and the CDPH Privacy Officer to define and implement an integrated framework of security solution architecture that includes information security policies, strategies, procedures, and configurations to promote confidentiality, integrity, and availability of the CalCONNECT environment and data
- Led the design, development, and implementation of a DevSecOps solution for the CalCONNECT solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)
- Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Identifies information security (IS) weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards
- Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on
- Developed and implemented the CalCONNECT project's plans and procedures for business continuity and security incident management
- Created, manages, and updates the CalCONNECT project's System Security Plan (SSP) that contains the project's security controls and procedures

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection
- Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from malicious threat actors

**Reporting**

- Maintains the IS strategy (forward-looking roadmap), aligning services to the strategy
- Monitors the threat landscape using cloud access service broker (CASB) and native AWS security monitoring functionality, and makes timely adjustments and/or recommendations to reduce risk
- Responds timely to security events/incidents and provides timely notification of incidents to the CDPH Security Operations Lead and the CDPH Privacy Officer of incidents, in accordance with requirements for security incident notification

**Compliance**

- Confirms delivery of information security services follows applicable standards and regulatory requirements (such as applicable NIST 800-53 controls) and is in accordance with the project's approved System Security Plan
- Conducts ongoing security awareness efforts for Accenture team members to confirm understanding and compliance with relevant IS obligations, customer security policies, supporting documentation, and procedures, including the completion of the required Salesforce development security training upon project onboarding/roll-on
- Created, updates, and manages the CalCONNECT project's plans and procedures for disaster recovery, and leads the execution of both partial and full recoveries of the myCAVax solution

<b>Project #2</b>	<b>Contact #2</b>
Company Name: California Department of Public Health	Contact Name: [REDACTED]
Project Name: Vaccine Management Program	Company Name: CDPH
Time Period: December 14, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	Email: [REDACTED]
Staff Role: Security Manager	
Description of relevant experience:	
<b>As the Security Manager, Ben's accomplishments and responsibilities include:</b> <b>Solution development</b>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- **Assesses system data sensitivity using security categorizations while identifying and implementing the following security controls to protect PII and PHI:**
- State Administrative Manual (SAM) sections 5300 – 5365.3 (06/2014)
- Statewide Information Management Manual (SIMM) section SIMM 5305-A (01/2018)
- Public Health Administrative Manual (PHAM) Privacy Act
- CDPH Information Systems Security Requirements for Projects (ISO/SR1)
- NIST 800-111 Guide to Storage Encryption Technologies for End User Devices (11/2007)
- NIST 800-88 Guidelines for Media Sanitation (12/2014)
- NIST 800-71 Recommendation for Key Establishment Using Symmetric Block Ciphers (06/2018)
- NIST 800-39 Managing Information Security Risk (03/2011)
- NIST 800-30 Risk Management Guide for Information Technology Systems (09/2012)
- NIST 800-53 Security and Privacy Controls for Information Systems and Organizations
- NIST 800-63 Electronic Authentication Guideline
- FIPS Pub 199 Standards for Security Categorization of Federal Information and Information Systems (02/2004)
- California Government Code sections 11019.9 and 11549.3 (2010)
- Information Privacy Act (Civil Code section 1798 et seq.)
- Public Records Act (California Gov. Code Section 6250 et seq.)
- Implements, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data:
- Federal Information Processing Standard Publication 199
- California Statewide Information Management Manual (SIMM)
- California State Administrative Manual (SAM)
- HIPAA regulatory standards
- NIST 800-53: Security and Privacy Controls for Information Systems Organizations
- Collaborates with Application Development teams, technical architects, the CDPH Security Operations Lead, and the CDPH Privacy Officer to define and implement an integrated framework of security solution architecture that includes information security policies, strategies, procedures, and configurations to promote confidentiality, integrity, and availability of the Vaccine Management Program environment and data
- Led the design, development, and implementation of a DevSecOps solution for the Vaccine Management solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Identifies information security weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards
- Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on
- Developed and implemented the Vaccine Management Program's plans and procedures for business continuity and security incident management
- Created, manages, and updates the Vaccine Management Program's System Security Plan that contains the project's security controls and procedures
- Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection
- Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from vaccine hunters, Twitter bots, and malicious threat actors to protect vaccines when supply was limited

**Reporting**

- Maintains the IS strategy (forward-looking roadmap), aligning services to the strategy
- Monitors the threat landscape using cloud access service broker (CASB) and native AWS security monitoring functionality, and makes timely adjustments and/or recommendations to reduce risk
- Responds timely to security events/incidents and provides timely notification of incidents to the CDPH Security Operations Lead and the CDPH Privacy Officer of incidents, in accordance with requirements for security incident notification

**Compliance**

- Confirms delivery of information security services follows applicable standards and regulatory requirements (such as applicable NIST 800-53 controls) and is in accordance with the project's approved System Security Plan
- Conducts ongoing security awareness efforts for Accenture team members to confirm understanding and compliance with relevant IS obligations, customer security policies, supporting documentation, and procedures, including the completion of the required Salesforce development security training upon project onboarding/roll-on
- Created, updates, and manages the Vaccine Management Program's plans and procedures for disaster recovery, and leads the execution of both partial and full recoveries of the CalCONNECT solution

<b>Project #3</b>	<b>Contact #3</b>
Company Name: California Office of Systems Integration, Covered California	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: CalHEERS

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
Time Period: March 1, 2014 – May 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Security Manager	
<p><i>Description of relevant experience:</i></p> <p><b>As the Security Manager, Ben's accomplishments and responsibilities included:</b></p> <p><b>Solution development</b></p> <ul style="list-style-type: none"> <li>Assessed system data sensitivity using security categorizations while identifying and implementing the security controls to protect PII, PHI, and FTI data</li> <li><b>Implemented, maintained, and enforced the security and compliance standards, regulations, policies, and frameworks to protect PII, PHI, and FTI data:</b></li> <li>NIST 800-53: Security and Privacy Controls for Information Systems Organizations that confirms delivery of information security services follows applicable standards and regulatory requirements</li> <li>Federal Information Processing Standard Publication 199</li> <li>California Statewide Information Management Manual (SIMM)</li> <li>California State Administrative Manual (SAM)</li> <li>MARS-E, Versions 1.0 and 2.0: Volume III: Catalog of Minimum Acceptable Risk Security and Privacy Controls for Exchanges</li> <li>HIPAA regulatory standards</li> <li>IRS Publication 1075: Tax Information Security Guidelines for Federal, State, and Local Agencies (Safeguards for Protecting Federal Tax Information (FTI))</li> <li>Security compliance and privacy requirements for this project also factored in these standards: CMS MARS-E and ACA Patient Protection and Affordable Care Act</li> <li>Led a security operations team that managed security devices and responded to security events/incidents.</li> <li>Conducted information security risk assessment and privacy impact assessment for the CalHEERS system</li> <li>Validated security controls and processes via annual security control reviews in accordance with the Centers for Medicare &amp; Medicaid Services (CMS) Minimum Acceptable Risk Standards for Exchanges (MARS-E) standards, and reviewed results of reviews and recommendations with Covered California's CISO and Security Architect</li> <li>Managed and tracked security gaps identified during assessments and audits using the CalHEERS project's Plan of Action and Milestones (POA&amp;M) process</li> <li>Developed and deployed complex identity and access management (IAM) solutions using the Oracle Identity and Access Management (IAM) platform for self-service registration, user provisioning, application authentication, and single sign-on with enterprise credentials</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Enabled the provisioning and secure management of more than 20,000 internal users, 10 million Californians, and 100,000 concurrent users and met availability requirements of 98 percent
- Reviewed and maintained security measures, recommended actions, and implemented enhancements
- Created, updated, and managed the CalHEERS project's System Security Plan, technical design documents and operational manuals for security tools, security architecture diagrams, and security incident management procedures
- Managed the application security testing program, which included scans of application code via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)

**Reporting**

- Led a security team that managed security devices and responded to security events/incidents, including timely notification of incidents to the CISO and Security Architect in accordance with the CalHEERS project's requirements for security incident notification
- Conducted routine weekly scanning of servers using the project's Qualys solution to identify and rank vulnerabilities delivered in summary and detailed reports, so CalHEERS project leadership could prioritize remediation actions according to vulnerability threat and potential impact levels
- Designed and conducted vulnerability and penetration testing to identify and test methods for exploiting vulnerabilities to circumvent or defeat the security features of the system and supporting infrastructure and provide recommendations for remediation and mitigation to the Covered California CISO and Security Architect
- Supported the CalHEERS infrastructure, including assembling, configuring, and running various tests, such as manual and automated attack methods

**Compliance**

- Adhered to security compliance and privacy requirement standards, including the CMS MARS-E; PPACA; IRS Publication 1075 Tax Information Security Guidelines for Federal, State, and Local Agencies; and State of California privacy requirements
- Collaborated with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Created, updated, and managed the CalHEERS project's plans and procedures for disaster recovery and business continuity, and led the execution of restores for the CalHEERS system's data centers
- Built a comprehensive security program that aligned to standards from the FISMA, the NIST 800-37 Risk Management Framework and 800-53 System Security Plan (SSP) controls, and IRS Safeguard Procedures

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>8 years, 8 months</b>
Minimum Qualification I-S25	A minimum of three (3) years of experience with systems that comply with National Institute of Standards and Technology (NIST) 800-53 moderate baseline.	
<b>Project #1</b>		<b>Contact #1</b>

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
Company Name: California Office of Systems Integration, Covered California	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: CalHEERS
Time Period: (Month, Day, Year – Month, Day, Year) March 1, 2014 – May 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Security Manager	
Project #1	Contact #2
Company Name: Office of Systems Integration, Covered California	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: CalHEERS
Time Period: (Month, Day, Year – Month, Day, Year) March 1, 2014 – May 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Security Manager	
<p><i>Description of relevant experience:</i></p> <p><b>As the Security Manager, Ben's accomplishments and responsibilities included:</b></p> <p><b>Solution development</b></p> <ul style="list-style-type: none"> <li>• <b>Worked with the CalHEERS system, which complies with NIST 800-53 moderate baseline</b></li> <li>• Conducted an information security risk assessment and privacy impact assessments annually</li> <li>• Built a comprehensive security program that aligned to standards from the FISMA, the NIST 800-37 Risk Management Framework and 800-53 System Security Plan controls, and IRS Safeguard Procedures</li> <li>• Created, updated, and managed the CalHEERS project's System Security Plan, technical design documents and operational manuals for security tools, security architecture diagrams, and security incident management procedures</li> <li>• Validated security controls and processes via annual security control reviews in accordance with the Centers for Medicare &amp; Medicaid Services (CMS) Minimum Acceptable Risk Standards for Exchanges (MARS-E) standards, and reviewed results of reviews and recommendations with Covered California's CISO and Security Architect</li> <li>• Managed and tracked security gaps identified during assessments and audits using the CalHEERS project's Plan of Action and Milestones (POA&amp;M) process</li> </ul>	

**PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Led a security team that managed security devices and responded to security events/incidents, including timely notification of incidents to the CISO and Security Architect in accordance with the CalHEERS project's requirements for security incident notification
- Developed and deployed complex IAM solutions using the Oracle Identity and Access Management (IAM) platform for self-service registration, user provisioning, application authentication, and single sign-on with enterprise credentials
- Enabled the provisioning and secure management of more than 20,000 internal users, 10 million Californians, and 100,000 concurrent users and met availability requirements of 98 percent
- Reviewed and maintained security measures, recommended actions, and implemented enhancements
- Managed the application security testing program, which included scans of application code via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)

**Reporting**

- Conducted routine weekly scanning of servers using the project's Qualys solution to identify and rank vulnerabilities delivered in summary and detailed reports, so CalHEERS project leadership could prioritize remediation actions according to vulnerability threat and potential impact levels
- Designed and conducted vulnerability and penetration testing to identify and test methods for exploiting vulnerabilities to circumvent or defeat the security features of the system and supporting infrastructure and provide recommendations for remediation and mitigation to the Covered California CISO and Security Architect
- Supported the CalHEERS infrastructure, including assembling, configuring, and running various tests, such as manual and automated attack methods for penetration testing

**Compliance**

- Adhered to security compliance and privacy requirement standards, including the CMS MARS-E; PPACA; IRS Publication 1075 Tax Information Security Guidelines for Federal, State, and Local Agencies; and State of California privacy requirements
- Implemented, maintained, and enforced the security and compliance standards, regulations, policies, and frameworks to protect PII, PHI, and FTI data:
- NIST 800-53: Security and Privacy Controls for Information Systems Organizations that confirms delivery of information security services follows applicable standards and regulatory requirements
- Federal Information Processing Standard Publication 199
- California Statewide Information Management Manual (SIMM)
- California State Administrative Manual (SAM)
- MARS-E, Versions 1.0 and 2.0: Volume III: Catalog of Minimum Acceptable Risk Security and Privacy Controls for Exchanges
- HIPAA regulatory standards

PART 2 – INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE				
• IRS Publication 1075: Tax Information Security Guidelines for Federal, State, and Local Agencies (Safeguards for Protecting Federal Tax Returns and Return Information)				
Total Duration of all Projects cited to meet the MQ:		6 years, 3 months		
Minimum Qualification I-S26	Hold and maintain for the duration of the contract an (ISC)2® Certified Information Systems Security Professional (CISSP) certification, or ISACA Certified Information Security Manager (CISM).			
Certification / Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link; if not available, attach a copy to the offer
(ISC)² Certified Information Systems Security Professional (CISSP)	461611	April 4, 2014	April 30, 2023 (will complete requisite training by May 1, 2023, to renew the certification for another three years)	<a href="https://www.isc2.org/MemberVerification">https://www.isc2.org/MemberVerification</a>

# International Information System Security Certification Consortium

The (ISC)<sup>2</sup> Board of Directors hereby awards

**Benjamin Vito Troglia**

the credential of

**Certified Information Systems Security Professional**

having met all of the certification requirements, which include the professional experience prerequisite, adoption of the (ISC)<sup>2</sup> Code of Ethics, and successful performance on the required competency examination, subject to recertification every three years, this individual is entitled to all of the rights and privileges associated with this designation, as defined in the (ISC)<sup>2</sup> Bylaws.



Zach Tudor - Chairperson



Yiannis Pavlosoglou - Secretary



461611

Certification Number

May 1, 2020 - Apr 30, 2023

Certification Cycle

Certified Since: 2014

(ISC)<sup>2</sup>

Verify Member is in good standing at: [www.isc2.org/verify](http://www.isc2.org/verify)

Printed On: 11/16/2022



THIS IS TO CERTIFY THAT

**Benjamin Vito Troglia**

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE  
IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND  
RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

**Project Management Professional (PMP)®**

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE

A handwritten signature in black ink, reading 'Jennifer Tharp'.

Jennifer Tharp | Chair, Board of Directors



A handwritten signature in black ink, reading 'Pierre Le Manh'.

Pierre Le Manh | President & CEO

PMP® Number: 2179891

PMP® Original Grant Date: 23 March 2018

PMP® Expiration Date: 23 March 2024



## 1.7 INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD STAFF QUALIFICATIONS

INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD					
PART 1 – RÉSUMÉ					
Contractor	Accenture LLP				
Candidate Name	Angela Stott				
Position in the Company	Service Management Manager & Service Delivery Manager	Length of Time in Position	18 years		
Project Position & Responsibilities	Infrastructure Operations Service Desk Lead Angela meets all the requirements as defined in RFP section 12.1.3.6.7.				
Skills & Qualifications for Project Position	<p><b>Skills:</b> Angela specializes in high-quality customer service. She has expert-level skills managing the daily activities of a Tier 1 and Tier 2 service desk for incidents that occur in non-production and production environments. She works with Tier 3 resolver groups to coordinate resolution of incidents requiring in-person service. Accustomed to training, coaching, and mentoring service desk specialists to enhance customer experience and accelerate incident resolution, Angela possesses strong documentation skills to audit current processes, collect customer feedback, and provide data and reporting of key performance indicators (KPIs) and service-level agreements (SLAs) and access trends. She has developed a mature ticket resolution and incident management process that improves the customer experience and has expertise in ServiceNow and interactive voice response (IVR) software. Angela has a comprehensive understanding of proprietary forecasting and budgeting tools, and she integrates operations management into her daily duties as the operations service desk manager.</p> <p><b>Qualifications:</b> Angela's service desk operations experience includes serving applications for commercial clients like Dana Incorporated (Dana) and Corteva as well as integrated eligibility system clients like Ohio Benefits and the Kansas Eligibility Enforcement System (KEES). She currently manages the San Antonio Delivery Center (SADC), the Service Desk team that will serve CalSAWS. She has 27 years of experience working/managing a service desk <b>(MQ I-S27: Exceeds)</b>, working in help desk environments that serve more than 2,500 end users <b>(MQ I-S28: Exceeds)</b>, and experience with the ServiceNow platform and tools <b>(MQ I-S29: Exceeds)</b>. Angela is certified in ITIL v3 Foundation. <b>(MQ I-S30: Meets)</b>.</p>				
Relevant Experience (Add additional tables as needed)					
Project Title	Dana Service Desk				
Position Title	Service Desk Management Lead				
Begin Date	02/2022	End Date	Ongoing	# of Months	11 total, 10 adjusted for project overlap

INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD					
Scope and Description of Responsibility	<p><b>Scope:</b> As the service desk management lead for Dana, Angela oversees Level 1 service desk support for the commercial client's U.S. and worldwide operations. She provides multi-channel support such as phone, chat, and portal. Under her guidance, the Dana Service Desk meets 100% of client SLAs and achieves a 92% user satisfaction score.</p> <p><b>Responsibility:</b> Angela manages 60 service desk professionals who support 29,000 end users. She is responsible for end-to-end management of the Dana Service Desk.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Angela brings solid ServiceNow and IVR software expertise to the Dana Service Desk. As an ITIL-certified professional, she incorporates service strategy, service design, service transition, service operations, and continual service improvement into Dana's service desk solutions.</p> <p><b>Experience Attained:</b> Within three months, Angela helped transition the Dana Service Desk to sites in Brazil, Romania, and Canada. The effort included transitioning 50 applications, onboarding 70 employees, and setting up the telephony system that included toll-free phone numbers for 32 countries using Amazon Connect. She helped create all-new training and run books while supporting nine languages through phone and chat. Additionally, Angela oversaw 55 service readiness test scenarios across two go-live cutover sessions.</p>				
Project Title	<b>Corteva Service Desk</b>				
Position Title	Service Desk Management Lead				
Begin Date	03/2021	End Date	Ongoing	# of Months	22 total, 4 adjusted for project overlap
Scope and Description of Responsibility	<p><b>Scope:</b> As the service desk management lead for Corteva, Angela oversees Level 1 service desk support for the commercial client's U.S. operations. She provides multi-channel support such as phone, chat, and portal.</p> <p><b>Responsibility:</b> Angela manages six service desk professionals who support 6,000 end users. She is responsible for end-to-end management of the service desk.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Angela brings solid ServiceNow and IVR software expertise to the Corteva Service Desk. As an ITIL-certified professional, she incorporates service strategy, service design, service transition, service operations, and continual service improvement into Corteva's service desk solutions.</p> <p><b>Experience Attained:</b> Working with Corteva, Angela helped stand up the telephony system using Amazon Connect, created training and runbooks, and established their chat functions on schedule.</p>				
Project Title	<b>Ohio Benefits Service Desk</b>				
Position Title	Service Desk Management Lead				
Begin Date	02/2019	End Date	Ongoing	# of Months	47 total, 16 adjusted for project overlap

INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD					
Scope and Description of Responsibility	<p>Scope: As the Service Desk Management Lead, Angela oversees Level 1 service desk support from the SADC for the Ohio Benefits Service Desk. She provides multi-channel support such as phone, email, and portal. Under her guidance, the SADC meets 100% of client SLAs.</p> <p>Responsibility: Angela manages 14 service desk professionals who are serving 3 million welfare recipients and 165,000 providers for Ohio Benefits. She is responsible for end-to-end management of the service desk.</p>				
Skills Utilized and Experience Attained	<p>Skills Utilized: Angela brings extensive ServiceNow and IVR software expertise to the Ohio Benefits Service Desk. As an ITIL-certified professional, she incorporates service strategy, service design, service transition, service operations, and continual service improvement into service desk solutions for Ohio Benefits.</p> <p>Experience Attained: Angela manages the staffing and operations of the Ohio Benefits Service Desk, consistently meeting and exceeding the client's SLAs. Her agents have achieved 76% first-call resolution (FCR) supporting 10,000 case workers.</p>				
Project Title	<b>Kansas Eligibility Enforcement System (KEES)</b>				
Position Title	Service Desk Management Lead				
Begin Date	02/2019	End Date	Ongoing	# of Months	47 total, 16 adjusted for project overlap
Scope and Description of Responsibility	<p>Scope: As the Service Desk Management Lead, Angela oversees Level 1 service desk support for KEES from the SADC. Her team provides multi-channel support and under her guidance, the SADC meets 100% of client SLAs.</p> <p>Responsibility: Angela manages five service desk professionals who support 700,000 welfare recipients use of the self service portal. She is responsible for end-to-end management of the service desk.</p>				
Skills Utilized and Experience Attained	<p>Skills Utilized: Angela brings extensive ServiceNow and IVR software expertise to the KEES Service Desk. As an ITIL-certified professional, she incorporates service strategy, service design, service transition, service operations, and continual service improvement into service desk solutions for KEES.</p> <p>Experience Attained: Angela manages the staffing and operations of the KEES Service Desk, successfully migrating the telephony system to Amazon Connect with enhanced reporting and statistics features.</p>				
Education (add rows as needed)					
Years	Course of Study	School			
8/1990–12/1994	B.S., Computer Science	Illinois Institute of Technology			
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization	Dates			
ITIL v3 Foundation	Examination Institute for Information Science (EXIN)	March 10, 2008, no expiration			

PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification I-S27	A minimum of two (2) years of experience within the past five (5) years working in a service desk/ help desk.
Project #1	Contact #1
Company Name: Dana	Contact Name: [REDACTED]
Project Name: Dana Service Desk	Company Name: Dana
Time Period: February 14, 2022 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: February 14, 2022 – November 30, 2022: 100% December 1, 2022 – January 4, 2023 (Ongoing) : 50%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	
<p><i>Description of relevant experience:</i></p> <p><b>As the Service Desk Management Lead, Angela's responsibilities include:</b></p> <p><b>Service Desk Management</b></p> <ul style="list-style-type: none"> <li>• Leads 60 service desk professionals who resolve 53% of all inquiries on the first call and achieve a 92% user satisfaction score using ServiceNow, IVR, and client tools</li> <li>• Serves as client point of contact for daily service desk activities</li> <li>• Service Desk team supports an average contact volume of over 15,000 per month via the following channels: chat, phone, e-mail, and portal</li> <li>• Implemented solutions for myWizard integration with ServiceNow.</li> <li>• Leading the implementation of an automated password reset process for SAP and Active Directory using myWizard &amp; ServiceNow</li> <li>• Improved SLAs through 2022 with recent months meeting 100% of the client service levels (November 2022)</li> <li>• Develops and executes daily activities in the Dana Service Desk environment serving more than 29,000 end users</li> <li>• Monitors, manages, and reports on execution of deliverables including incidents that occur in non-production and production environments</li> <li>• Manages and coordinates urgent and complicated support issues</li> <li>• Acts as an escalation point for all requests and incidents</li> <li>• Oversees communications and client meetings</li> <li>• Runs strategic and tactical governance</li> <li>• Delivers quarterly progress to plan</li> </ul>	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Coordinates with Tier 3 contractors to resolve escalated incidents

**Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Dana Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Dana's requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Develops strategy for future improvements
- Participates in client account planning
- Applies knowledge of Dana opportunities for potential upgrades by collecting feedback to determine patterns and issues so that they can be resolved
- Ideates strategy to develop solution components for additional services

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Corteva	Contact Name: [REDACTED]
Project Name: Corteva Service Desk	Company Name: Corteva
Time Period: March 1, 2021 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: March 1, 2021 – February 13, 2022: 33% December 1, 2022 – January 4, 2023 (Ongoing): 17%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	
Description of relevant experience:	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

**As the Service Desk Management Lead, Angela's responsibilities include:**

**Service Desk Management**

- **Manages six service desk personnel as well as daily activities, issues, and procedures using ServiceNow, IVR, and client tools**
- **Leads operational productivity within the Coreiva Service Desk by verifying agents develop, maintain, and achieve quality and performance targets**
- **Service Desk team supports an average contact volume of over 573 per month via the following channels: phone and chat**
- **Met 97% average speed of answer SLA within 60 seconds for phone contacts in recent months (November 2022)**
- **Managed the testing for a newly implemented disaster response system in October 2022**
- Guides the resolution of sensitive customer issues
- Maintains a cross-team focus working with the Service Desk and Process Operations teams
- Establishes goals, objectives, and standard operating procedures
- Manages and coordinates urgent and complicated support issues
- Leads the communication, enablement, and rollout of new products, tools, and assets into the Service Desk team
- Oversees the customer support budget, which includes determining and obtaining required hardware and software
- Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team

**Issue Resolution**

- Manages phone/ticket escalation processes for Tier 1
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Corteva Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Corteva requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages Corteva Service Desk personnel and procedures
- Takes appropriate action to verify that service desk agents achieve and maintain quality and productivity performance targets

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and takes appropriate action to verify respect of scope and level of support services
- Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)

<b>Project #3</b>	<b>Contact #3</b>
Company Name: State of Ohio	Contact Name: [REDACTED]
Project Name: Ohio Benefits	Company Name: State of Ohio
Time Period: February 1, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: February 1, 2019 – February 28, 2021: 50% March 1, 2021 – February 13, 2022: 33% December 1, 2022 – January 4, 2023 (Ongoing): 17%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	
<p><i>Description of relevant experience:</i></p> <p><b>As the Service Desk Management Lead, Angela's responsibilities include:</b></p> <p><b>Service Desk Management</b></p> <ul style="list-style-type: none"> <li>• <b>Manages 14 service desk personnel as well as daily activities, issues, and procedures using ServiceNow, IVR, and client tools for 10,000 case workers (end-users) who are serving 3 million welfare recipients and 165,000 providers for Ohio Benefits</b></li> <li>• <b>Manages Service Desk for the self service portal which is accessed by the Ohio state residents</b></li> <li>• <b>Leads operational productivity within the Ohio Benefits Service Desk for the last three-plus years by verifying agents develop, maintain, and achieve quality and performance targets</b></li> <li>• <b>Service Desk team supports an average ticket volume of 3,523 per month via the following channels: phone and e-mail</b></li> <li>• <b>Met 96% average speed of answer SLA within 30 seconds for phone contacts in recent months (November 2022)</b></li> <li>• <b>Implemented an automated process to ingest e-mails to ServiceNow reducing the workload of the Service Desk team</b></li> <li>• <b>Managed the migration of the legacy Cisco Finesse telephony system to Amazon Connect, improving metrics gathering and reporting</b></li> <li>• Guides the resolution of sensitive customer issues</li> <li>• Maintains a cross-team focus working with the Service Desk and Automation and Process Operations teams</li> <li>• Manages and coordinates urgent and complicated support issues</li> <li>• Establishes goals, objectives, and standard operating procedures</li> </ul>	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Leads the communication, enablement, and rollout of new products, tools, and assets into the Service Desk team
- Oversees the customer support budget, which includes determining and obtaining required hardware and software
- Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team

**Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Ohio Benefits Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Ohio Benefits requirements
- Verifies agents have integral knowledge of various technologies, functions, interfaces, and reporting solutions
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages Ohio Benefits Service Desk personnel and procedures
- Takes appropriate action to verify that service desk agents achieve and maintain quality and productivity performance targets
- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and takes appropriate action to verify respect of scope and level of support services
- Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)

<b>Project #4</b>	<b>Contact #4</b>
Company Name: State of Kansas Eligibility Enforcement System (KEES)	Contact Name: [REDACTED]
Project Name: KEES Service Desk	Company Name: Kansas Dept. of Health and Environment (KDHE)
Time Period: February 1, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time:	Email: [REDACTED]

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

February 1, 2019 – February 28, 2021: 50%  
 March 1, 2021– February 13, 2022: 33%  
 December 1, 2022 – January 4, 2023 (Ongoing): 16%

Staff Role: Service Desk Management Lead

*Description of relevant experience:*

**As the Service Desk Management Lead, Angela's responsibilities include:**

**Service Desk Management**

- **Manages five service desk personnel as well as activities, issues, and procedures using ServiceNow, IVR, and client tools for 700,000 welfare recipients use of the self-service portal**
- **Leads operational productivity within the KEES Service Desk for the last three-plus years by verifying agents develop, maintain, and achieve quality and performance targets**
- **Service Desk team supports an average ticket count of 1,831 per month via the following channels: phone and e-mail**
- **Met 95% average speed of answer SLA within 60 seconds for phone contacts in recent months (November 2022)**
- **Managed the migration of the legacy Cisco Finesse telephony system to Amazon Connect, improving metrics gathering and reporting**
- **Guides the resolution of sensitive customer issues**
- Maintains a cross-team focus working with the Service Desk and Process Operations teams
- Manages and coordinates urgent and complicated support issues
- Establishes goals, objectives, and standard operating procedures
- Leads the communication, enablement, and rollout of new products, tools, and assets into the KEES Service Desk team
- Oversees the customer support budget, which includes determining and obtaining required hardware and software
- Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team

**Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE****Training**

- Trains, coaches, and mentors KEES Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with KEES requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages KEES Service Desk personnel and procedures
- Takes appropriate action to verify that service desk agents achieve and maintain quality and productivity performance targets
- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and takes appropriate action to verify respect of scope and level of support services
- Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)

**Total Duration of all Projects cited to meet the MQ:****3 years 10 months**

Minimum Qualification I-S28	A minimum of two (2) years of experience within the past five (5) years working in a help desk environment serving over 2,500 end users.
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**Project #1****Contact #1**

Company Name: Dana

Contact Name: [REDACTED]

Project Name: Dana Service Desk

Company Name: Dana

Time Period: February 14, 2022 – January 4, 2023 (Ongoing)

Phone Number: [REDACTED]

Percentage of Time:

February 14, 2022 – November 30, 2022: 100%

December 1, 2022 – January 4, 2023 (Ongoing): 50%

Email: [REDACTED]

Staff Role: Service Desk Management Lead

*Description of relevant experience:***As the Service Desk Management Lead, Angela's responsibilities include:****Service Desk Management**

- Develops and executes daily activities in the Dana Service Desk environment serving more than 29,000 end users

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Leads 60 service desk professionals who resolve 53% of all inquiries on the first call and achieve a 92% user satisfaction score using ServiceNow, IVR, and client tools
- Serves as client point of contact for daily service desk activities
- Service Desk team supports an average contact volume of over 15,000 per month via the following channels: chat, phone, e-mail, and portal
- Implemented solutions for myWizard integration with ServiceNow.
- Leading the implementation of an automated password reset process for SAP and Active Directory using myWizard & ServiceNow
- Improved SLAs through 2022 with recent months meeting 100% of the client service levels (November 2022)
- Develops and executes daily activities in the Dana Service Desk environment serving more than 29,000 end users
- Monitors, manages, and reports on execution of deliverables including incidents that occur in non-production and production environments
- Manages and coordinates urgent and complicated support issues
- Acts as an escalation point for all requests and incidents
- Oversees communications and client meetings
- Runs strategic and tactical governance
- Delivers quarterly progress to plan
- Coordinates with Tier 3 contractors to resolve escalated incidents

**Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Dana Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Dana requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Develops strategy for future improvements

PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"> <li>• Participates in client account planning</li> <li>• Applies knowledge of Dana opportunities for potential upgrades</li> <li>• Ideates strategy to develop solution components for additional services</li> </ul>	
Project #2	Contact #2
Company Name: Corteva	Contact Name: [REDACTED]
Project Name: Corteva Service Desk	Company Name: Corteva
Time Period: March 1, 2021 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: March 1, 2021 – February 13, 2022: 33% December 1, 2022 – January 4, 2023 (Ongoing): 17%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	
<p><i>Description of relevant experience:</i></p> <p><b>As the Service Desk Management Lead, Angela's responsibilities include:</b></p> <p><b>Service Desk Management</b></p> <ul style="list-style-type: none"> <li>• <b>Manages six service desk personnel along with daily activities, issues, and procedures using ServiceNow, IVR, and client tools for 6,000 end users</b></li> <li>• Service Desk team supports an average contact volume of over 573 per month via the following channels: phone and chat</li> <li>• Met 97% average speed of answer SLA within 60 seconds for phone contacts in recent months (November 2022)</li> <li>• Managed the testing for a newly implemented disaster response system in October 2022</li> <li>• Leads operational productivity within the Corteva Service Desk by verifying agents develop, maintain, and achieve quality and performance targets</li> <li>• Guides the resolution of sensitive customer issues</li> <li>• Maintains a cross-team focus working with the Service Desk and Automation and Process Operations teams</li> <li>• Manages and coordinates urgent and complicated support issues</li> <li>• Establishes goals, objectives, and standard operating procedures</li> <li>• Leads the communication, enablement, and rollout of new products, tools and assets into the Service Desk team</li> <li>• Manages the customer support budget, which includes determining and obtaining required hardware and software</li> <li>• Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team</li> </ul>	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE****Issue Resolution**

- Manages phone/ticket escalation processes for Tier 1
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Corteva Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Corteva requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages Corteva Service Desk personnel and procedures
- Follows up with appropriate action to verify service desk agents achieve and maintain quality and productivity performance targets
- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and takes appropriate action to verify respect of scope and level of support services
- Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)

<b>Project #3</b>	<b>Contact #3</b>
Company Name: State of Ohio	Contact Name: [REDACTED]
Project Name: Ohio Benefits	Company Name: State of Ohio
Time Period: February 1, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: February 1, 2019 – February 28, 2021: 50% March 1, 2021 – February 13, 2022: 33% December 1, 2022 – January 4, 2023 (Ongoing): 17%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	
Description of relevant experience:	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

**As the Service Desk Management Lead, Angela's responsibilities include:**

**Service Desk Management**

- **Manages 14 service desk personnel as well as daily activities, issues, and procedures using ServiceNow, IVR, and client tools for 10,000 case workers (end users) who are serving 3 million welfare recipients and 165,000 providers for Ohio Benefits**
- Manages Service Desk for the self service portal which is accessed by the Ohio state residents
- Leads operational productivity within the Ohio Benefits Service Desk for the last three-plus years by verifying agents develop, maintain, and achieve quality and performance targets
- Service Desk team supports an average ticket volume of 3,523 per month via the following channels: phone and e-mail
- Met 96% average speed of answer SLA within 30 seconds for phone contacts in recent months (November 2022)
- Implemented an automated process to ingest e-mails to ServiceNow reducing the workload of the Service Desk team
- Managed the migration of the legacy Cisco Finesse telephony system to Amazon Connect, improving metrics gathering and reporting
- Guides the resolution of sensitive customer issues
- Maintains a cross-team focus working with the Service Desk and Automation and Process Operations teams
- Manages and coordinates urgent and complicated support issues
- Establishes goals, objectives, and standard operating procedures
- Leads the communication, enablement, and rollout of new products, tools, and assets into the Service Desk team
- Oversees the customer support budget, which includes determining and obtaining required hardware and software
- Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team

**Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Ohio Benefits Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Ohio Benefits requirements
- Verifies agents have integral knowledge of various technologies, functions, interfaces, and reporting solutions
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages Ohio Benefits Service Desk personnel and procedures
- Takes appropriate action to verify that service desk agents achieve and maintain quality and productivity performance targets
- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and takes appropriate action to verify respect of scope and level of support services
- Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)

<b>Project #4</b>	<b>Contact #4</b>
Company Name: State of Kansas Eligibility Enforcement System (KEES)	Contact Name: [REDACTED]
Project Name: KEES Service Desk	Company Name: Kansas Dept. of Health and Environment (KDHE)
Time Period: February 1, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: February 1, 2019 – February 28, 2021: 50% March 1, 2021 – February 13, 2022: 33% December 1, 2022 – January 4, 2023 (Ongoing): 16%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	
Description of relevant experience:  <b>As the Service Desk Management Lead, Angela's responsibilities include:</b> <b>Service Desk Management</b> <ul style="list-style-type: none"> <li>• Manages five service desk personnel as well as activities, issues, and procedures using ServiceNow, IVR, and client tools for 700,000 welfare recipients use of the self-service portal</li> <li>• Leads operational productivity within the KEES Service Desk for the last three-plus years by verifying agents develop, maintain, and achieve quality and performance targets</li> <li>• Service Desk team supports an average ticket count of 1,831 per month via the following channels: phone and e-mail</li> <li>• Met 95% average speed of answer SLA within 60 seconds for phone contacts in recent months (November 2022)</li> <li>• Managed the migration of the legacy Cisco Finesse telephony system to Amazon Connect, improving metrics gathering and reporting</li> <li>• Guides the resolution of sensitive customer issues</li> </ul>	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Maintains a cross-team focus working with the Service Desk and Process Operations teams
- Manages and coordinates urgent and complicated support issues
- Establishes goals, objectives, and standard operating procedures
- Leads the communication, enablement, and rollout of new products, tools, and assets into the Service Desk team
- Oversees the customer support budget, which includes determining and obtaining required hardware and software
- Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team

**Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors KEES Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with KEES requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages KEES Service Desk personnel and procedures
- Takes appropriate action to verify that service desk agents achieve and maintain quality and productivity performance targets
- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and takes appropriate action to verify respect of scope and level of support services
- Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>3 years 10 months</b>
<b>Minimum Qualification I-S29</b>	A minimum of two (2) years of experience within the past five (5) years with the ServiceNow platform and tools.	
<b>Project #1</b>	<b>Contact #1</b>	

PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE	
Company Name: Dana	Contact Name: [REDACTED]
Project Name: Dana Service Desk	Company Name: Dana Incorporated
Time Period: February 14, 2022 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: February 14, 2022 – November 30, 2022: 100% December 1, 2022 – January 4, 2023 (Ongoing): 50%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	
<p><i>Description of relevant experience:</i></p> <p><b>As the Service Desk Management Lead, Angela's accomplishments and responsibilities include:</b></p> <p><b>Service Desk Management</b></p> <ul style="list-style-type: none"> <li>• Leads 60 service desk professionals who resolve 53% of all inquiries on the first call and achieve a 92% user satisfaction score using ServiceNow, IVR, and client tools</li> <li>• Implements solutions for myWizard integration with ServiceNow</li> <li>• Enables ServiceNow tools to monitor a specific behavior in an individual or group, providing timely feedback so that performance could be enhanced</li> <li>• Performs preventive maintenance weekly to manage some business functions that require a request-type workflow where requests are approved, retained, assigned, and closed</li> <li>• Leading the implementation of an automated password reset process for SAP and Active Directory using myWizard &amp; ServiceNow</li> <li>• Service Desk team supports an average contact volume of over 15,000 per month via the following channels: chat, phone, e-mail, and portal</li> <li>• Improved SLAs through 2022 with recent months meeting 100% of the client service levels (November 2022)</li> <li>• As an ITIL-certified professional, understands how to incorporate service strategy, service design, service transition, service operations, and continual service improvement in Dana Service Desk solutions</li> <li>• Manages and coordinates urgent and complicated support issues</li> <li>• Develops and executes daily activities related to end-to-end service desk management</li> <li>• Monitors, manages, and reports on execution of deliverables</li> <li>• Oversees communications and client meetings</li> <li>• Runs strategic and tactical governance</li> <li>• Delivers quarterly progress to plan</li> </ul>	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE****Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Dana Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Dana requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Develops strategy for future improvements
- Participates in client account planning
- Applies knowledge of Dana opportunities for potential upgrades
- Ideates strategy to develop solution components for additional services

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Corteva	Contact Name: [REDACTED]
Project Name: Corteva Service Desk	Company Name: Corteva
Time Period: March 1, 2021– January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: March 1, 2021– February 13, 2022: 33% December 1, 2022 – January 4, 2023 (Ongoing): 17%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	
<p><i>Description of relevant experience:</i></p> <p><b>As the Service Desk Management Lead, Angela's accomplishments and responsibilities include:</b></p> <p><b>Service Desk Management</b></p>	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- **Manages six service desk personnel along with activities, issues, and procedures using ServiceNow, IVR, and client tools**
- **Enables ServiceNow tools to monitor a specific behavior in an individual or group, providing timely feedback so that performance could be enhanced**
- Service Desk team supports an average contact volume of over 573 per month via the following channels: phone and chat
- Met 97% average speed of answer SLA within 60 seconds for phone contacts in recent months (November 2022)
- Managed the testing for a newly implemented disaster response system in October 2022
- Performs preventive maintenance weekly to manage some business functions that require a request-type workflow where requests are approved, retained, assigned, and closed
- As an ITIL-certified professional, understands how to use service strategy, service design, service transition, service operations, and continual service improvement
- Leads operational productivity within the Corteva Service Desk by verifying that service desk agents develop, maintain, and achieve quality and performance targets
- Guides the resolution of sensitive customer issues
- Maintains a cross-team focus working with the Service Desk and Process Operations teams
- Manages and coordinates urgent and complicated support issues
- Establishes goals, objectives, and standard operating procedures
- Manages multiple large, complex concurrent projects using standard project management techniques
- Leads the communication, enablement, and rollout of new products, tools, and assets into the Service Desk team
- Oversees the customer support budget, which includes determining and obtaining required hardware and software
- Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team

**Issue Resolution**

- Manages phone/ticket escalation processes for Tier 1
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Corteva Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Corteva requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages Corteva Service Desk personnel and procedures and takes appropriate action to verify that agents achieve and maintain quality and productivity performance targets
- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and take appropriate action to verify respect of scope and level of support services
- Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)

<b>Project #3</b>	<b>Contact #3</b>
Company Name: State of Ohio	Contact Name: [REDACTED]
Project Name: Ohio Benefits	Company Name: State of Ohio
Time Period: February 1, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: February 1, 2019 – February 28, 2021: 50% March 1, 2021 – February 13, 2022: 33% December 1, 2022 – January 4, 2023 (Ongoing): 17%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	

*Description of relevant experience:***As the Service Desk Management Lead, Angela's responsibilities include:****Service Desk Management**

- **Manages 14 service desk personnel as well as daily activities, issues, and procedures using ServiceNow, IVR, and client tools**
- **Enables ServiceNow tools to monitor a specific behavior in an individual or group, providing timely feedback so that performance could be enhanced**
- **Implemented an automated process to ingest e-mails to ServiceNow reducing the workload of the Service Desk team**
- Performs preventive maintenance weekly to manage some business functions that require a request-type workflow where requests are approved, retained, assigned, and closed
- Manages Service Desk for the self service portal which is accessed by the Ohio state residents
- Leads operational productivity within the Ohio Benefits Service Desk for the last three-plus years by verifying agents develop, maintain, and achieve quality and performance targets

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Service Desk team supports an average ticket volume of 3,523 per month via the following channels: phone and e-mail
- Met 96% average speed of answer SLA within 30 seconds for phone contacts in recent months (November 2022)
- Managed the migration of the legacy Cisco Finesse telephony system to Amazon Connect, improving metrics gathering and reporting
- Guides the resolution of sensitive customer issues
- Maintains a cross-team focus working with the Service Desk and Automation and Process Operations teams
- Manages and coordinates urgent and complicated support issues
- Establishes goals, objectives, and standard operating procedures
- Leads the communication, enablement, and rollout of new products, tools, and assets into the Service Desk team
- Oversees the customer support budget, which includes determining and obtaining required hardware and software
- Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team

**Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors Ohio Benefits Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with Ohio Benefits requirements
- Verifies agents have integral knowledge of various technologies, functions, interfaces, and reporting solutions
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages Ohio Benefits Service Desk personnel and procedures
- Takes appropriate action to verify that service desk agents achieve and maintain quality and productivity performance targets
- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and takes appropriate action to verify respect of scope and level of support services

PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"> <li>Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)</li> </ul>	
<b>Project #4</b>	<b>Contact #4</b>
Company Name: State of Kansas Eligibility Enforcement System (KEES)	Contact Name: [REDACTED]
Project Name: KEES Service Desk	Company Name: Kansas Dept. of Health and Environment (KDHE)
Time Period: February 1, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: February 1, 2019 – February 28, 2021: 50% March 1, 2021– February 13, 2022: 33% December 1, 2022 – January 4, 2023 (Ongoing): 16%	Email: [REDACTED]
Staff Role: Service Desk Management Lead	
<i>Description of relevant experience:</i>  <b>As the Service Desk Management Lead, Angela's responsibilities include:</b> <b>Service Desk Management</b> <ul style="list-style-type: none"> <li><b>Manages five service desk personnel as well as activities, issues, and procedures using ServiceNow, IVR, and client tools for 700,000 welfare recipients use of the self-service portal</b></li> <li><b>Enables ServiceNow tools to monitor a specific behavior in an individual or group, providing timely feedback so that performance could be enhanced</b></li> <li>Service Desk team supports an average ticket count of 1,831 per month via the following channels: phone and e-mail</li> <li>Met 95% average speed of answer SLA within 60 seconds for phone contacts in recent months (November 2022)</li> <li>Managed the migration of the legacy Cisco Finesse telephony system to Amazon Connect, improving metrics gathering and reporting</li> <li>Performs preventive maintenance weekly to manage some business functions that require a request-type workflow where requests are approved, retained, assigned, and closed</li> <li>Leads operational productivity within the KEES Service Desk for nearly four years by verifying agents develop, maintain, and achieve quality and performance targets</li> <li>Guides the resolution of sensitive customer issues</li> <li>Maintains a cross-team focus working with the Service Desk and Process Operations teams</li> <li>Manages and coordinates urgent and complicated support issues</li> <li>Establishes goals, objectives, and standard operating procedures</li> <li>Leads the communication, enablement, and rollout of new products, tools, and assets into the Service Desk team</li> </ul>	

**PART 2 – INFRASTRUCTURE OPERATIONS SERVICE DESK LEAD MINIMUM QUALIFICATIONS TABLE**

- Oversees the customer support budget, which includes determining and obtaining required hardware and software
- Sets support shifts and reassigns or escalates customer requests to minimize backlog of work while respecting service levels and maximizing the productivity of the Support team

**Issue Resolution**

- Manages phone/ticket escalation processes between Tier 1 and Tier 2 teams to improve free-flowing escalation and information within the organization
- Monitors and manages the phone queue, participating in escalated calls as needed
- Identifies significant issues for service management attention and recommends solutions on controversial, sensitive, and/or precedent-setting areas
- Performs monthly quality reviews to enhance team metrics such as customer satisfaction, ticket closure rate, and FCR

**Training**

- Trains, coaches, and mentors KEES Service Desk specialists
- Helps agents develop a training plan for career development to deliver services that align with KEES requirements
- Assesses individual agents based on their performance metrics and tailors refresher training accordingly
- Identifies improvements required in knowledge or processes
- Maintains level of customer support personnel expertise on support tools and infrastructure

**Quality**

- Manages KEES Service Desk personnel and procedures
- Takes appropriate action to verify that service desk agents achieve and maintain quality and productivity performance targets
- Reviews customer requirements on existing and new support services
- Designs and maintains customer request handling procedures
- Reviews content of customer requests backlog and takes appropriate action to verify respect of scope and level of support services
- Addresses issues raised by customers in satisfaction surveys (sent following closure of each request)

Total Duration of all Projects cited to meet the MQ:		3 years 10 months		
Minimum Qualification I-S30	Hold and maintain for the duration of the contract an ITIL certification.			
Certification / Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link; if not available, attach a copy to the offer
ITIL v3 Foundation	00009606	March 10, 2008	N/A	Copy of certification is included at the end of this section (Section 1.7).



## 1.8 AWS MANAGER STAFF QUALIFICATIONS

INFRASTRUCTURE AWS MANAGER				
PART 1 – RÉSUMÉ				
Contractor	Accenture LLP			
Candidate Name	Eric Hill			
Position in the Company	Associate Director	Length of Time in Position	4 years	
Project Position & Responsibilities	Infrastructure AWS Manager Eric meets all the requirements as defined in RFP section 12.1.3.6.8			
Skills & Qualifications for Project Position	<p><b>Skills:</b> Eric has achieved master-level proficiency in AWS Administration, AWS Architecture, AWS CloudFront, AWS Core Infrastructure, AWS Elastic Compute Cloud (EC2), AWS Lambda, and AWS Simple Storage Service (S3). He is at expert-level in other relevant AWS skills including AWS CloudFormation, AWS Kinesis, AWS Lambda Administration, AWS Relational Database Service (RDS), AWS Workspace, and AWS Security. Outside AWS, he is skilled in capacity planning, performance testing/monitoring, application architecture estimation, Oracle databases, PostgreSQL, quality assurance, functional designing, DevOps, and cloud security. Eric is a leader who collaborates, communicates, and solves problems. Eric is experienced in migrating web applications from on-premises environments to the AWS cloud. Eric managed the migration of all internal Takeda applications into an AWS cloud environment configured by the solution's landing zone – a scalable, secure, multi-account AWS environment the from which all applications are launched and deployed.</p> <p><b>Qualifications:</b> Eric has more than 20 years of extensive experience in designing, building, and implementing enterprise-wide technology solutions, with 16 years specializing in cloud technologies. He holds several professional AWS certifications and has provided cloud solutions expertise to clients in every industry, including several clients in the public sector. Eric has three years and nine months of experience managing and maintaining cloud-computing on a large complex IT system (<b>MQ I-S31: Exceeds</b>) and working as an AWS Solution Architect (<b>MQ I-S32: Exceeds</b>). He has two years of experience in application integration within an AWS cloud hosted application (<b>MQ I-S33: Exceeds</b>) and he has experience migrating one web application from an on-premises environment to the AWS cloud (<b>MQ I-S34: Meets</b>).</p>			
Relevant Experience (Add additional tables as needed)				
Project Title	Takeda			
Position Title	Principal AWS Architect Manager (Infrastructure)			
Begin Date	06/2022	End Date	Ongoing	# of Months 7

INFRASTRUCTURE AWS MANAGER					
Scope and Description of Responsibility	<p><b>Scope:</b> The scope was the design, implementation, and knowledge exchange using HashiCorp Terraform Enterprise Server into the client's existing AWS landscape. The solution considers the client's current and future needs and integrates with other tools such as HashiCorp Vault.</p> <p><b>Responsibility:</b> Eric's responsibilities include designing, implementing, and documenting landing zones for the client's application migration. He manages a team of 16 personnel.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Eric used his skills in security, capacity planning, collaboration, communication, innovation, performance testing, and performance monitoring to design, implement, and transfer knowledge of the HashiCorp Terraform Enterprise Server into Takeda's existing AWS landscape. His skills in AWS Administration, AWS Architecture, AWS CloudFront, AWS Core Infrastructure, AWS EC2, AWS Lambda, and AWS S3 and his expert-level skills in AWS CloudFormation, AWS Kinesis, AWS Lambda Administration, AWS Relational Database Service (RDS), AWS Workspace, and AWS Security supported a quality transfer to the AWS landscape.</p> <p><b>Experience Attained:</b> Eric gained further experience in creating landing zones and migrating applications into AWS environments. He made sure the infrastructure was future-proofed and supported applications. His work led to a six-month extension contract to use the Terraform Enterprise as the launch point for the entire AWS landing zone. Eric leads a team of 16 to build out this AWS landing zone.</p>				
Project Title	Lululemon				
Position Title	Lead AWS and Vault Infrastructure Architect Manager (Equivalent to Infrastructure AWS Manager)				
Begin Date	09/2020	End Date	03/2021	# of Months	6
Scope and Description of Responsibility	<p><b>Scope:</b> The scope of the project was to design and implement a new HashiCorp Vault environment and migrate data to the new environment.</p> <p><b>Responsibility:</b> Eric's led the team that designed and implemented a new Vault environment, migrating data and workloads to the new environment and he collaborated with application teams.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Eric led a team that deployed this multi-regional installation of the new Vault environment. He facilitated the data migration from the previous, open source Vault environment. Eric performed tight integration with Application teams to migrate workloads onto the new environment. Finally, Eric designed and built an enterprise monitoring solution that promoted high availability for the solution. He used his skills in security, capacity planning, collaboration, communication, innovation, performance testing, and performance monitoring to implement and migrate data to a new Vault environment. Eric verified a quality migration by tapping into his master-level skills in AWS Administration, AWS Architecture, AWS CloudFront, AWS Core Infrastructure, AWS EC2, AWS Lambda, and AWS S3 and his expert-level skills in AWS CloudFormation, AWS Kinesis, AWS Lambda Administration, AWS Relational Database Service (RDS), AWS Workspace, and AWS Security.</p>				

INFRASTRUCTURE AWS MANAGER					
	<b>Experience Attained:</b> Eric gained experience in designing and implementing vault security solutions and mitigating enterprise security risk. He and his team migrated data from 700 applications into the new Vault environment.				
Project Title	TEQ Security Enablement				
Position Title	Technology Architect Manager (Equivalent to Infrastructure AWS Manager)				
Begin Date	10/2021	End Date	04/2022	# of Months	9
Scope and Description of Responsibility	<b>Scope:</b> This project involved a security analysis to identify existing Vault performance issues and the creation of a remediation plan. <b>Responsibility:</b> Eric designed a remediation plan using security strategies and solutions to bridge the client's gaps and cloud security shortcomings.				
Skills Utilized and Experience Attained	<b>Skills Utilized:</b> Eric used his skills in AWS Administration, AWS Architecture, AWS CloudFront, AWS Core Infrastructure, AWS EC2 (Elastic Compute Cloud), AWS Lambda, AWS S3 (Simple Storage Service) and his expert-level skills in AWS CloudFormation, AWS Kinesis, AWS Lambda Administration, AWS Relational Database Service (RDS), AWS Workspace, and Amazon Web Services (AWS) Security to design and implement the solution. He also possesses invaluable skills outside of AWS including cloud security. <b>Experience Attained:</b> Using his AWS and security architecture skills, Eric used the assessment results to build and manage a configuration of non-production environments in the cloud ecosystem. He monitored, scaled, and optimized cloud security resources—including computing power, database, storage, and content delivery services.				
Education (add rows as needed)					
Years	Course of Study	School			
1994 – 1996	Electrical Engineering	Wichita State University			
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization	Dates			
AWS Certified Security–Specialty	Amazon Web Services	06/2022–06/2023 (all certifications will be renewed and maintained throughout the life of the contract)			
AWS Solutions Architect Professional	Amazon Web Services	11/2018 – 10/2024 (all certifications will be renewed and maintained throughout the life of the contract)			

PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification I-S31	A minimum of three (3) years of experience managing and maintaining cloud-computing on a large complex information technology (IT) system.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: Takeda	Contact Name: [REDACTED]
Project Name: Fuji	Company Name: Takeda
Time Period: June 1, 2022 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Principal AWS Architect Manager	
<p><i>Description of relevant experience:</i></p> <p>The Takeda project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The Takeda solution integrates with 10,000 applications. More than 1,000 applications were COTS including ServiceNow, Terraform Enterprise, and Plasma-Derived Therapies (PDT), an application that connects donation centers digitally, and AWS DMS, Amazon's database migration service.</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> The Takeda solution interfaces with 2,500 external systems, 2,000 of which are in real-time, including Call Center Call Processing</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The Takeda solution is accessed by 50,000 users at multiple locations in the United States and Japan.</li> <li><b>4. Has a contract value of at least \$10,000,000 dollars:</b> The contract value is greater than \$100 million. Contractual obligations prevent us from disclosing the final contract amount.</li> <li><b>5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The Takeda solution architecture has multiple Vault clusters that are internally multi-tiered, and many of the applications have two or three tiers. Behind the front-end, is the access control for multiple accounts and security services for multi-account authorizations, centralized identity and access management, and governance rules for security and compliance.</li> </ol> <p><b>As the Principal AWS Architect Manager, Eric's accomplishments and responsibilities include the following:</b></p> <p><b>Project Scope</b></p> <ul style="list-style-type: none"> <li><b>Serves as the Principal AWS Architect Manager for the Takeda Fuji project, where he manages and maintains cloud computing on a large complex IT system</b></li> <li><b>Manages the planning, design and implementation of an entire landing zone to support Takeda company-wide and the migration of the existing solution to the new landing zone</b></li> </ul>	

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Manages a team of 16 personnel
  - **Onboarded and trained a team of specialists to operate concurrently with client personnel to complete the build and migration**
  - **Created a flexible target state architecture for the entire AWS campus**
  - **Defined a migration strategy that allowed the movement of over 400 AWS accounts to the new architecture rather than forcing a greenfield migration**
  - Manages the designs and implementation of HashiCorp Terraform Enterprise Server, infrastructure as code (IaC), into the client's existing AWS landscape to streamline provisioning
  - Documents solutions to make sure the Takeda team could operate solution after Accenture's departure
  - Creates landing zones and migrates applications into AWS environments
  - Future-proofs infrastructure and supported applications
  - Prepares initial estimates and budgets for security solution design, implementation, and maintenance
  - Builds and manages the configuration of production and non-production environments in the cloud security ecosystem
  - Configures, scales, and optimizes the security system to handle the associated workloads
  - Monitors, scales, and optimizes code to promote efficient execution across all target-state environments
  - Prepares estimates and budgets for a long-term AWS security strategy
  - Prepares level of effort (LOE) and impact estimates for change requests and releases for the security system, incorporating them into forecasts and budgets
  - Monitors cloud services, networks, and security to achieve high availability and responsiveness
- Collaboration**
- Works across several client teams to understand requirements and design future-state solution
  - Tracks overall security performance and shares this data with the client's Infosec teams
  - Presents readiness status and issues to project sponsors and stakeholders
- Quality**
- Manages project issues and risks, mitigating impact to delivery and baseline
  - Provides functional expertise and knowledge in the security solution design
- Documentation**
- Creates functional and technical documentation for the security solution and shares with the client's Infosec teams
  - Creates detailed change management and adoption documentation and shares with the client's Infosec teams to make sure client personnel were well equipped to run the solution

Project #2	Contact #2
Company Name: Lululemon	Contact Name: [REDACTED]

PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE	
Project Name: Terraform Enterprise Implementation	Company Name: Lululemon
Time Period: September 1, 2020 – March 1, 2021	Phone Number: [REDACTED]
Percentage of Time: 80%	Email: [REDACTED]
Staff Role: AWS and Vault Infrastructure Architect Manager (Equivalent to Infrastructure AWS Manager)	
<p>Description of relevant experience:</p> <p>The Lululemon project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The Lululemon solution integrates with 2,500 applications, 300 of which are COTS.</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> The Lululemon solution interfaces with 300 external systems, including a credentials database, retail order management, and several thousand operations applications that work real-time with three AWS Vault clusters for database connectivity, user identity and access management, and platform authentication.</li> <li><b>3. Is accessed by at least 1,000 users at multiple locations:</b> The Lululemon solution is accessed by at least 50,000 users at multiple locations.</li> <li><b>4. Has a contract value of at least \$10,000,000 dollars:</b> The contract value is greater than \$25 million. Contractual obligations prevent us from disclosing the final contract amount.</li> <li><b>5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The Lululemon solution includes AWS Vault; optimized for multiple user interface platforms. AWS Vault uses three clusters to safeguard the Lululemon cloud infrastructure. Each of the multiple Vault clusters are internally multi-tiered, and many of the applications have two or three tiers. On the front-end, which uses multi-tiered processing, AWS Vault is accessed by thousands of users including developers and employees using internal services, and by retail consumers using mobile applications and websites. The AWS Vault back-end processes or rejects tokens, passwords, certificates, and encryption keys through a gateway, secrets manager, and credentials database for each system user account attempting to access Lululemon operations platforms and applications. These exchanges occur in real time.</li> </ol> <p>As the Lead Architect Manager, Eric's accomplishments and responsibilities included the following:</p> <p><b>Project Scope</b></p> <ul style="list-style-type: none"> <li>Served as the Lead Architect Manager for the Lululemon Terraform Enterprise Implementation project, where he managed and maintained cloud computing on a large complex IT system</li> <li>Led team to design and implement a new Vault environment, migrating data and workloads to the new environment</li> <li>Oversaw collaboration with Application teams</li> <li>Led a team that deployed the multiregional installation of the new Vault environment</li> <li>Led the creation of a target state architecture for the target Vault on AWS environment and facilitated migration of data from previous open-source Vault environment</li> </ul>	

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Performed tight integration with Application teams to migrate workloads onto the new environment
- Designed and built an enterprise monitoring solution that promoted high availability of the solution
- Migrated data from 700 applications into the new Vault environment
- Prepared initial estimates and budgets for solution design, implementation, and maintenance
- Built and managed the configuration of production and non-production environments in the cloud security ecosystem
- Configured, scaled, and optimized the security system to handle the associated workloads
- Monitored, scaled, and optimized code to support efficient execution across all target-state environments
- Prepared estimates and budgets for a long-term AWS security strategy
- Prepared LOE and impact estimates for change requests and releases for the security system, incorporating them into forecasts and budgets
- Monitored cloud services, networks, and security to achieve high availability and responsiveness

**Collaboration**

- Worked across several client teams to understand requirements and design future-state solution
- Tracked overall security performance and shared this data with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders
- Collaborated with the client with an urgent, high-priority security-related request; quickly pivoted the Accenture team to the new request and managed the successful implementation of a solution prior to the critical holiday season sales events

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design

**Documentation**

- Created functional and technical documentation for the security solution and shared with the client's Infosec teams
- Created detailed change management and adoption documentation and shared with the client's Infosec teams to verify client personnel were well equipped to run the solution

Project #3	Contact #3
Company Name: [REDACTED]	Contact Name: [REDACTED] [REDACTED] [REDACTED]
Project Name: TEQ Security Enablement	Company Name: [REDACTED]
Time Period: October 18, 2021 – April 30, 2022	Phone Number: [REDACTED]
Percentage of Time:	Email: [REDACTED]

PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE	
October 18, 2021 – December 31, 2021: 50%	
January 1, 2022 – April 30, 2022: 100%	
Staff Role: AWS Technology Architect Manager	
<p><i>Description of relevant experience:</i></p> <p>The TEQ Security Enablement project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:</p> <ul style="list-style-type: none"> <li>• <b>Integrates with at least two applications, one of which is a COTS:</b> The solution integrates with more than 500 applications. Two of these 500 applications—Oracle DB and PostgreSQL—are COTS.</li> <li>• <b>Interfaces with at least five external systems, at least one of which is real-time:</b> The solution interfaces with more than 5,000 external systems, including a credentials database, retail order management, and several thousand operations applications that work real-time with three AWS Vault clusters for database connectivity, user identity and access management, and platform authentication.</li> <li>• <b>Is accessed by at least 1,000 users at multiple locations:</b> The solution is accessed by an average of more than 35,000 daily users in more than 8,000 locations worldwide.</li> <li>• <b>Has a contract value of at least \$10,000,000 dollars:</b> The contract value was greater than \$10 million. Contractual obligations prevent us from disclosing the final contract amount.</li> <li>• Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms: The solution includes AWS Vault; optimized for multiple user interface platforms. AWS Vault uses three clusters to safeguard the cloud infrastructure. Each of the multiple Vault clusters are internally multi-tiered, and many of the applications have two or three tiers. On the front-end, AWS Vault is accessed by thousands of users including developers and employees using internal services, and by retail consumers using mobile applications and websites. The AWS Vault back-end processes or rejects tokens, passwords, certificates, and encryption keys through a gateway, secrets manager, and credentials database for each system user account attempting to access operations platforms and applications. These exchanges occur in real time.</li> </ul> <p><b>As the AWS Technology Architect Manager, Eric's accomplishments and responsibilities included the following:</b></p> <p><b>Project Scope</b></p> <ul style="list-style-type: none"> <li>• Served as the AWS Technology Architect Manager for the TEQ Security Enablement project, where he managed and maintained AWS cloud computing on a large complex IT system</li> <li>• Provided overall leadership and engineering expertise related to development, implementation, and management of the Vault security solution to enable 24/7 operations</li> <li>• Enabled a cross-functional blended team to develop and implement key changes into production</li> <li>• Conducted current-state cloud security architecture assessments</li> <li>• Performed rigorous analysis to identify the root cause of existing Vault performance issues</li> <li>• Designed Vault security strategies and solutions to bridge the client's gaps and system shortcomings in its cloud security system</li> </ul>	

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Designed remediation plan for the client
- Built and managed the configuration of production and non-production environments in the cloud ecosystem
- Monitored, scaled, and optimized cloud security resources—including computing power, database storage, and content delivery services—to meet growing business needs and solve current business challenges
- Prepared estimates and budgets for future-state Vault security strategy
- Prepared and maintained account and service classification level forecasts and budgets for cloud expenditures
- Prepared estimates for Vault-related change requests and releases, incorporating them into forecasts and budgets
- Implemented and maintained cost performance metrics, reports, and associated resource tagging
- Monitored cloud services, networks, and primarily security to achieve high availability and responsiveness

**Collaboration**

- Worked across several client teams to understand performance issues and design a future-state solution
- Tracked overall security performance issues and shared this data with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design
- Recommended key architectural changes to eliminate failure from future event scenarios

**Documentation**

- Documented the cause of current-state Vault performance issues and shared with the client's Infosec teams
- Defined and executed future-state documentation, roadmap, and delivered on schedule

<b>Project #4</b>	<b>Contact #4</b>
Company Name: State of Kansas	Contact Name: [REDACTED]
Project Name: Kansas Department of Labor (KDOL) Surge Program - ICS	Company Name: KDOL (Former)
Time Period: August 21, 2021– December 31, 2021	Phone Number: [REDACTED]
Percentage of Time: August 21, 2021 – October 17, 2021: 100% October 18, 2021 – December 31, 2021: 50%	Email: [REDACTED]
Staff Role: Technology Delivery Subject Matter Expert	
Description of relevant experience:	

## PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE

The State of Kansas project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

1. **Integrates with at least two applications, one of which is a COTS:** The State of Kansas solution integrates 12 applications, including Oracle DB which is COTS.
2. **Interfaces with at least five external systems, at least one of which is real-time:** The State of Kansas solution interfaces and exchanges with more than 10 external systems, most of which interface in real time. These systems included Kansas Eligibility Enforcement System (KEES), Wages and Unemployment, Medicare, and State Information Data Exchange System (SIDES), KPERS, Social Security Administration, and the federal government healthcare exchange.
3. **Is accessed by at least 1,000 users at multiple locations:** The State of Kansas solution was accessed by over 1,595 users, including internal users in the Contact Center who handled 50,000 -100,000 inbound claims related calls per day during peak traffic, authorized users from Kansas Department of Labor (KDOL) offices in Kansas City, Topeka, and Wichita, and partners supporting specialty work streams that support claims work.
4. **Has a contract value of at least \$10,000,000 dollars:** The contract value was over \$20 million.
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The State of Kansas solution includes multi-tiered architecture including a user-facing front end optimized for multiple user interface platforms, The solution included Amelia, a web browser-based virtual agent with SMS text capabilities.

**As the Technology Delivery Subject Matter Expert, Eric's accomplishments and responsibilities included the following:**

### Project Scope

- Served as the Technology Delivery Subject Matter Expert for the State of Kansas KDOL Surge program, where he managed and maintained AWS cloud computing on a large complex IT system
- Conducted an initial architecture assessment to determine gaps in current-state functionality
- Performed architectural design work to enable 700 remote agents at peak with access to internal Kansas systems
- Conducted business process assessment to determine and implement areas of improvement in the client's call center workflows, such as reorganizing and streamlining the call plan to eliminate multiple inconsistencies and creating a custom call handling rate limiter to rebalance unfair autodialers that starve out callers
- Worked with clients to understand desired future state
- Defined requirements for complex call center cloud solution, suited to the client's requirements and designed to handle forecasted volume
- Designed optimized call flows to minimize time to care in future-state solution
- Designed and implemented AWS Connect, a cloud-based call center solution, and integrated with several Infrastructure-as-a-Service (IaaS), Platform-as-a-Service (PaaS), and packaged Software-as-a-Service (SaaS) offerings
- Built and managed the configuration of production and non-production environments in the AWS Connect cloud ecosystem

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Configured, scaled, and optimized the AWS Connect cloud personnel to service the entire State of Kansas population that needed financial assistance
- Configured and scaled remote desktop services in AWS for all call center agents using the solution
- Prepared initial estimates and budgets for AWS Connect system implementation and maintenance
- Prepared and maintained account and service classification level forecasts and budgets for cloud expenditures
- Prepared LOE and impact estimates for change requests and releases for the AWS Connect system, incorporating them into forecasts and budgets
- Monitored cloud services, security, and networks to maintain high availability and responsiveness
- Developed and maintained call center analytics, cost performance metrics, and reports
- Provided overall leadership and engineering expertise related to the AWS Connect call center development, implementation, and management to support 24/7 operations
- Supported the root cause analysis of performance issues, connectivity issues, unplanned downtime, and security breaches of the AWS Connect system that may have occurred

**Collaboration**

- Worked with various teams within the client organization to verify we enabled all requisite integrations
- Worked with call center agents to understand processes and pain points to inform solution design
- Created change management and adoption materials to verify users were well equipped to use solution

**Quality**

- Monitored AWS system performance and formulated recommendations to optimize performance
- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design
- Shared extensive knowledge with team to encourage development

**Continuous Improvement**

- Designed and put controls in place to verify AWS Connect standards are followed and evolved over time

<b>Project #5</b>	<b>Contact #5</b>
Company Name: National Insurance Company	Contact Name: [REDACTED]
Project Name: Vault Deployment/Automation	Company Name: National Insurance Company
Time Period: September 14, 2020 – June 30, 2021	Phone Number: [REDACTED]
Percentage of Time: September 14, 2020 – March 14, 2021: 20% March 15, 2021 – June 30, 2021: 100%	Email: [REDACTED]

## PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE

Staff Role: Technology Architect

*Description of relevant experience:*

The Vault Deployment/Automation project meets the definition of “large and complex IT system,” based on the following criteria defined in the RFP:

1. **Integrates with at least two applications, one of which is a COTS:** The solution provides key management capabilities for more than 25,000 applications, including dozens of COTS products, each requiring custom integration.
2. **Interfaces with at least five external systems, at least one of which is real-time:** The Deployment/Automation solution interfaces with at least five external systems. All 25,000 applications integrating with Vault are external to Vault itself and connect through a formally defined API. Vault interfaces with all applications in real time.
3. **Is accessed by at least 1,000 users at multiple locations:** The Vault solution is accessed by 57,000-plus employees and hundreds of thousands of customers at multiple locations.
4. **Has a contract value of at least \$10,000,000 dollars:** The contract value was greater than \$10 million. Contractual obligations prevent us from disclosing the final contract amount.
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The Vault Deployment/Automation solution includes multi-tiered processing, including a user-facing front end optimized for multiple user interface platforms. Each of the multiple Vault clusters are internally multi-tiered, and many of the applications have two or three tiers.

**As the Technology Architect Manager, Eric's accomplishments and responsibilities included the following:**

### Project Scope

- **Served as the Technology Architect Manager for the Insurance Vault Deployment/Automation project, where he managed and maintained cloud computing on a large complex IT system**
- **Conducted current-state cloud security architecture assessments**
- Worked with clients to understand desired future-state of AWS security landscape
- Defined requirements for complex Vault security solution, suited to the client's requirements and designed to handle thousands of integrated applications
- Prepared initial estimates and budgets for Vault system implementation and maintenance
- Designed and implemented Vault security, a cloud-based security solution, that integrates with many IaaS, PaaS, and packaged SaaS offerings
- Built and managed the configuration of production and non-production environments in the Vault cloud ecosystem
- Configured, scaled, and optimized the Vault cloud solution to integrate with more than 25,000 applications

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Monitored, scaled, and optimized Vault security resources—including computing power, database storage, and content delivery Services—to meet growing business needs and solve current business challenges
- Prepared estimates and budgets for future-state Vault security strategy
- Prepared and maintained account and service classification level forecasts and budgets for cloud expenditures
- Prepared LOE and impact estimates for change requests and releases for the Vault system, incorporating them into forecasts and budgets
- Implemented and maintained cost and performance metrics, reports, and associated resource tagging
- Monitored cloud services, networks, and security to achieve high availability and responsiveness
- Provided overall leadership and engineering expertise related to development, implementation, and management of the Vault security solution to enable 24/7 operations
- Supported the root cause analysis of any performance issues, connectivity issues, unplanned downtime, and security breaches of the Vault system that may have occurred

**Collaboration**

- Worked across several client teams to understand requirements and design a future-state solution
- Tracked overall security performance and shared this data with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design

**Documentation**

- Created functional and technical documentation for the Vault solution and shared with the client's Infosec teams
- Created detailed change management and adoption documentation and shared with the client's Infosec teams to verify client personnel were well equipped to run the solution

Project #6	Contact #6
Company Name: [REDACTED]	Contact Name: [REDACTED] [REDACTED] [REDACTED]
Project Name: Journey to Cloud Strategy & Roadmap	Company Name: [REDACTED]
Time Period: December 9, 2019 – July 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED] [REDACTED]
Staff Role: AWS Architect	

## PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE

### *Description of relevant experience:*

The Journey to Cloud Strategy & Roadmap project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:

1. **Integrates with at least two applications, one of which is a COTS:** The solution integrates more than 1,000 applications, 100-plus of which are COTS.
2. **Interfaces with at least five external systems, at least one of which is real-time:** The solution interfaces and exchanges with at least five external systems, most of which interface in real time.
3. **Is accessed by at least 1,000 users at multiple locations:** The solution is accessed by an average of 2,500 daily users. The client operates in nine U.S. locations: Boston, MA; Chicago, IL; Philadelphia, PA; Plano, TX; Reston, VA; New York, NY; San Francisco, CA; Urbana, MD, and Washington, DC.
4. **Has a contract value of at least \$10,000,000 dollars:** The contract value was greater than \$10 million. Contractual obligations prevent us from disclosing the final contract amount.
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The solution includes multi-tiered processing, including user-facing front end applications optimized for multiple user interface platforms.

**As the AWS Architect, Eric's accomplishments and responsibilities included the following:**

### **Project Scope**

- **Served as the AWS Architect for the Journey to Cloud Strategy & Roadmap project, where he managed and maintained cloud computing on a large complex IT system**
- **Conducted current-state architecture assessment to identify AWS landing zone requirements**
- Cataloged hundreds of client applications that needed to migrate to AWS cloud services
- Designed and implemented integrated AWS landing zone architecture with 400-plus accounts to enable orchestration across multiple vendors for effective governance and transparency of performance
- Designed and implemented integrated services management architecture to integrate IT transactional processes across service providers
- Defined and implemented the control policies to manage the security profiles of all the applications migrated to AWS
- Built and tested Continuous Integration, Delivery, and Deployment (CI/CD) pipelines in production and non-production environments in the cloud ecosystem
- Monitored, scaled, and optimized AWS landing zones, including administrative requirements, team enablement, region enablement, and security controls
- Prepared estimates and budgets for integrated AWS landing zone architecture cloud services
- Maintained account and service classification level forecasts and budgets for cloud expenditures

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Prepared estimates for change requests and releases, incorporating them into forecasts and budgets
- Implemented and maintained reports and dashboards, including cost performance metrics and associated resource tagging requirements
- Monitored AWS landing zone services, security, and networks to maintain high availability and responsiveness
- Provided overall leadership and engineering expertise related to development, implementation, and management of the cloud infrastructure to support 24/7 operations
- Supported the root cause analysis of performance issues, connectivity issues, unplanned downtime, and security breaches that may have occurred

**Collaboration**

- Tracked overall security performance issues and shared this data with the client's Infosec teams
- Identified security issue causes
- Documented and shared findings with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design

**Continuous Improvement**

- Evaluated AWS landing zone performance and formulated recommendations to further optimize the solution

<b>Project #7</b>	<b>Contact #7</b>
Company Name: National Insurance Company	Contact Name: [REDACTED]
Project Name: Cloud Automation/Security Compliance Controls	Company Name: National Insurance Company
Time Period: December 1, 2018 – November 22, 2019	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Technology Architect Manager	
<p><i>Description of relevant experience:</i></p> <p>The Cloud Automation/Security Compliance Controls project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <p><b>1. Integrates with at least two applications, one of which is a COTS:</b> The solution integrates with 15 applications to enforce compliance guardrails across the enterprise. These applications report status back to Splunk, which is a COTS.</p>	

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- 2. Interfaces with at least five external systems, at least one of which is real-time:** The solution interfaces with hundreds of external systems to collect security statistics. Data is gathered and fed back to Splunk in real time.
- 3. Is accessed by at least 1,000 users at multiple locations:** The solution is accessed by at least 1,000 users at multiple locations.
- 4. Has a contract value of at least \$10,000,000 dollars:** The contract value was greater than \$10 million. Contractual obligations prevent us from disclosing the final contract amount.
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The solution includes multi-tiered processing, including a customer or user-facing front end optimized for multiple user interface platforms.

**As the Technology Architect Manager, Eric's accomplishments and responsibilities included the following:**

**Project Scope**

- **Served as the Technology Architect Manager for the Cloud Automation/Security Compliance Controls project, where he managed and maintained cloud computing on a large complex IT system**
- **Planned and implemented cloud computing strategies and solutions, including IaaS, PaaS, and SaaS**
- Managed the configuration of production and non-production environments in the cloud ecosystem
- Monitored, scaled, and optimized cloud resources—including computing power, database storage, and content delivery services—to meet growing business needs
- Prepared estimates and budgets for cloud services
- Prepared and maintained account and service classification level forecasts and budgets for cloud expenditures
- Conducted current-state cloud security architecture assessments
- Worked with the client to understand desired future-state of AWS security landscape
- Defined requirements for complex AWS security solution, suited to the client's requirements
- Prepared initial estimates and budgets for security solution design, implementation, and maintenance
- Led a team of 12 developers writing custom AWS security code to enable the security solution
- Built and managed the configuration of production and non-production environments in the cloud security ecosystem
- Configured, scaled, and optimized the security system to handle the associated workloads
- Monitored, scaled, and optimized code to promote efficient execution across all target-state environments
- Prepared estimates and budgets for a long-term AWS security strategy
- Prepared LOE and impact estimates for change requests and releases for the security system, incorporating them into forecasts and budgets
- Monitored cloud services, networks, and security to achieve high availability and responsiveness
- Supported the root cause analysis of any performance issues, connectivity issues, unplanned downtime, and security breaches of the security system that may have occurred

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE****Collaboration**

- Worked across several client teams to understand requirements and design future-state solution
- Tracked overall security performance and shared this data with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design

**Documentation**

- Created functional and technical documentation for the security solution and shared with the client's Infosec teams
- Created detailed change management and adoption documentation and shared with the client's Infosec teams to verify client personnel were well equipped to run the solution

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>3 Years, 8 Months</b>
Minimum Qualification I-S32	A minimum of three (3) years of experience as an AWS Solutions Architect.	
<b>Project #1</b>		<b>Contact #1</b>
Company Name: Takeda		Contact Name: [REDACTED]
Project Name: Fuji		Company Name: Takeda
Time Period: June 1, 2022 – January 4, 2023 (Ongoing)		Phone Number: [REDACTED]
Percentage of Time: 100%		Email: [REDACTED]
Staff Role: Principal AWS Solution Architect		

Description of relevant experience:

**As the Principal AWS Solution Architect, Eric's accomplishments and responsibilities include the following:**

**Project Scope**

- Serves as Principal AWS Solution Architect Manager on the Takeda Fuji project, where he manages the planning, design and implementation of an entire landing zone to support Takeda company-wide and the migration of the existing solution to the new landing zone
- Documents landing zones for Takeda's application migration
- Manages a team of 16 personnel
- Onboarded and trained a team of specialists to operate concurrently with client personnel to complete the build and migration

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- **Created a flexible target state architecture for the entire AWS campus**
- **Defined a migration strategy that allowed the movement of over 400 AWS accounts to the new architecture rather than forcing a greenfield migration**
- Designs and implements HashiCorp Terraform Enterprise Server, infrastructure as code (IaC), into the client's existing AWS landscape to streamline provisioning
- Documents solutions to validate that the Takeda team can operate solution after Accenture's departure
- Creates landing zones and migrates applications into AWS environments
- Future-proofs infrastructure and supported applications
- Prepares initial estimates and budgets for security solution design, implementation, and maintenance
- Builds and manages the configuration of production and non-production environments in the cloud security ecosystem
- Configures, scales, and optimizes the security system to handle the associated workloads
- Monitors, scales, and optimizes code to promote efficient execution across all target-state environments
- Prepares estimates and budgets for a long-term AWS security strategy
- Prepares level-of-effort (LOE) and impact estimates for change requests and releases for the security system, incorporating them into forecasts and budgets
- Monitors cloud services, networks, and security to achieve high availability and responsiveness

**Collaboration**

- Works across several client teams to understand requirements and design a future-state solution
- Tracks overall security performance and shares this data with the client's Infosec teams
- Presents readiness status and issues to project sponsors and stakeholders

**Quality**

- Manages project issues and risks, mitigating impact to delivery and baseline
- Provides functional expertise and knowledge in the security solution design

**Documentation**

- Creates functional and technical documentation for the security solution and shares with the client's Infosec teams
- Creates detailed change management and adoption documentation and shares with the client's Infosec teams to make sure client personnel are well equipped to run the solution

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Lululemon	Contact Name: [REDACTED]
Project Name: Terraform Enterprise Implementation	Company Name: Lululemon
Time Period: September 1, 2020 – March 1, 2021	Phone Number: [REDACTED]

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

Percentage of Time: 80%

Email: [REDACTED]

Staff Role: AWS and Vault Infrastructure Architect Manager

*Description of relevant experience:***As the AWS and Vault Infrastructure Architect Manager, Eric's accomplishments and responsibilities included the following:****Project Scope**

- **Served as AWS Architect Manager on the Lululemon Terraform Enterprise Implementation project**
- **Conducted current-state cloud security architecture assessments**
- Performed rigorous analysis to identify the root cause of existing Vault performance issues
- Designed Vault security strategies and solutions to bridge the client's gaps and system shortcomings in its cloud security system
- Designed remediation plan for the client
- Built and managed the configuration of production and non-production environments in the cloud ecosystem
- Monitored, scaled, and optimized cloud security resources—including computing power, database storage, and content delivery services—to meet growing business needs and solve current business challenges
- Prepared estimates and budgets for a future-state Vault security strategy
- Prepared and maintained account and service classification level forecasts and budgets for cloud expenditures
- Prepared estimates for Vault-related change requests and releases, incorporating them into forecasts and budgets
- Implemented and maintained cost performance metrics, reports, and associated resource tagging
- Monitored cloud services, networks, and primarily security to achieve high availability and responsiveness
- Provided overall leadership and engineering expertise related to development, implementation, and management of the Vault security solution to enable 24/7 operations

**Collaboration**

- Worked across several client teams to understand requirements and design a future-state solution
- Tracked overall security performance and shared this data with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders
- Collaborated with the client with an urgent, high-priority security-related request; quickly pivoted the Accenture team to the new request and managed the successful implementation of a solution prior to the critical holiday season sales events

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design

PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE	
<b>Documentation</b> <ul style="list-style-type: none"> <li>Created functional and technical documentation for the security solution and shared with the client's Infosec teams</li> <li>Created detailed change management and adoption documentation and shared with the client's Infosec teams to verify client personnel were well equipped to run the solution</li> </ul>	
<b>Project #3</b>	<b>Contact #3</b>
Company Name: [REDACTED]	Contact Name: [REDACTED] [REDACTED] [REDACTED]
Project Name: TEQ Security Enablement RFP	Company Name: [REDACTED]
Time Period: October 18, 2021 – April 30, 2022	Phone Number: [REDACTED]
Percentage of Time: October 18, 2021 – December 31, 2021: 50% January 1, 2022 – April 30, 2022: 100%	Email: [REDACTED]
Staff Role: AWS Technology Architect Manager	
<i>Description of relevant experience:</i> <b>As the AWS Technology Architect Manager, Eric's accomplishments and responsibilities included the following:</b> <b>Project Scope</b> <ul style="list-style-type: none"> <li><b>Served as AWS Technology Architect Manager on the TEQ Security Enablement RFP</b></li> <li><b>Conducted current-state cloud security architecture assessments</b></li> <li>Performed rigorous analysis to identify the root cause of existing Vault performance issues</li> <li>Provided overall leadership and engineering expertise related to development, implementation, and management of the Vault security solution to enable 24/7 operations</li> <li>Enabled a cross-functional blended team to develop and implement key changes into production</li> <li>Designed vault security strategies and solutions to bridge the client's gaps and system shortcomings in its their cloud security system</li> <li>Designed remediation plan for the client</li> <li>Built and managed the configuration of production and non-production environments in the cloud ecosystem</li> <li>Monitored, scaled, and optimized cloud security resources—including computing power, database storage, and content delivery services—to meet growing business needs and solve current business challenges</li> <li>Prepared estimates and budgets for the future-state Vault security strategy</li> <li>Prepare and maintain account and service classification level forecasts and budgets for cloud expenditures</li> <li>Prepared estimates for Vault-related change requests and releases, incorporating them into forecasts and budgets</li> </ul>	

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Implemented and maintained cost performance metrics, reports, and associated resource tagging
- Monitored cloud services, networks, and primarily security to achieve high availability and responsiveness
- Provided overall leadership and engineering expertise related to development, implementation, and management of the Vault security solution to enable 24/7 operations

**Collaboration**

- Worked across several client teams to understand performance issues and design a future-state solution
- Tracked overall security performance issues and shared this data with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design

**Documentation**

- Documented the cause of current-state Vault performance issues and shared with the client's Infosec teams
- Defined and executed future-state documentation, roadmap, and delivered on schedule

<b>Project #4</b>	<b>Contact #4</b>
Company Name: State of Kansas	Contact Name: [REDACTED]
Project Name: KDOL Surge Program - ICS	Company Name: KDOL (Former)
Time Period: August 21, 2021–December 31, 2021	Phone Number: [REDACTED]
Percentage of Time: August 21, 2021 – October 17, 2021: 100% October 18, 2021 – December 31, 2021: 50%	Email: [REDACTED]

Staff Role: Technology Delivery Subject Matter Expert

*Description of relevant experience:*

**As the Technology Delivery Subject Matter Expert, Eric's accomplishments and responsibilities included the following:**

**Project Scope**

- **Designed and implemented AWS Connect, a cloud-based call center solution, and integrated with several IaaS, PaaS, and packaged SaaS offerings**
- **Built and managed the configuration of production and non-production environments in the AWS Connect cloud ecosystem**

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Configured, scaled, and optimized the AWS Connect cloud resources to service the entire State of Kansas population that needed financial assistance
- Performed architectural design work to enable 700 remote agents at peak with access to internal Kansas systems
- Conducted business process assessment to determine and implement areas of improvement in the client's call center workflows, such as reorganizing and streamlining the call plan to eliminate multiple inconsistencies and creating a custom call handling rate limiter to rebalance unfair autodialers that starve out callers
- Configured and scaled remote desktop services in AWS for all call center agents using the solution
- Prepared initial estimates and budgets for AWS Connect system implementation and maintenance
- Prepared LOE and impact estimates for change requests and releases for the AWS Connect system, incorporating them into forecasts and budgets
- Provided overall leadership and engineering expertise related to the AWS Connect call center development, implementation, and management to support 24/7 operations
- Supported the root cause analysis of performance issues, connectivity issues, unplanned downtime, and security breaches of the AWS Connect system that may have occurred
- Conducted an initial architecture assessment to determine gaps in current-state functionality
- Conducted business process assessment to determine areas of improvement in the client's call center workflows
- Worked with the client to understand desired future state
- Defined requirements for complex call center cloud solution, suited to the client's requirements and designed to handle forecasted volume
- Designed optimized call flows to minimize time to care in future-state solution
- Prepared and maintained account and service classification level forecasts and budgets for cloud expenditures
- Monitored cloud services, security, and networks to maintain high availability and responsiveness
- Developed and maintained call center analytics, cost performance metrics, and reports

**Collaboration**

- Worked with various teams within the client organization to verify we enable all requisite integrations
- Worked with call center agents to understand processes and pain points to inform the solution design
- Created change management and adoption materials to verify users were well equipped to use solution

**Quality**

- Monitored AWS system performance and formulated recommendations to optimize performance
- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design
- Shared extensive knowledge with the team to encourage development

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE****Continuous Improvement**

- Designed and put controls in place to make sure we followed and evolved AWS Connect standards over time

<b>Project #5</b>	<b>Contact #5</b>
Company Name: National Insurance Company	Contact Name: [REDACTED]
Project Name: Vault Deployment/Automation	Company Name: National Insurance Company
Time Period: September 14, 2020 – June 30, 2021	Phone Number: [REDACTED]
Percentage of Time: September 14, 2020 – March 14, 2021: 20% March 15, 2021 – June 30, 2021: 100%	Email: [REDACTED]
Staff Role: Technology Architect Manager	
<p><i>Description of relevant experience:</i></p> <p><b>As the Technology Architect Manager, Eric's accomplishments and responsibilities included the following:</b></p> <p><b>Project Scope</b></p> <ul style="list-style-type: none"> <li>• <b>Served as the Technology Architect Manager for the Vault Deployment/Automation project</b></li> <li>• <b>Conducted current-state cloud security architecture assessments</b></li> <li>• Worked with the client to understand the desired future-state of AWS security landscape</li> <li>• Defined requirements for a complex Vault security solution, suited to the client's requirements and designed to handle thousands of integrated applications</li> <li>• Prepared initial estimates and budgets for Vault system implementation and maintenance</li> <li>• Designed and implemented Vault security, a cloud-based security solution, that integrates with many IaaS, PaaS, and packaged SaaS offerings</li> <li>• Built and managed the configuration of production and non-production environments in the Vault cloud ecosystem</li> <li>• Configured, scaled, and optimized the Vault cloud solution to integrate with more than 25,000 applications</li> <li>• Monitored, scaled, and optimized Vault security resources—including computing power, database storage, and content delivery services—to meet growing business needs and solve current business challenges</li> <li>• Prepared estimates and budgets for a future-state Vault security strategy</li> <li>• Prepared and maintained account and service classification level forecasts and budgets for cloud expenditures</li> <li>• Prepared LOE and impact estimates for change requests and releases for the Vault system, incorporating them into forecasts and budgets</li> <li>• Implemented and maintained cost and performance metrics, reports, and associated resource tagging</li> </ul>	

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Monitored cloud services, networks, and security to achieve high availability and responsiveness
- Provided overall leadership and engineering expertise related to development, implementation, and management of the Vault security solution to enable 24/7 operations
- Supported the root cause analysis of any performance issues, connectivity issues, unplanned downtime, and security breaches of the Vault system that may have occurred

**Collaboration**

- Worked across several client teams to understand requirements and design a future-state solution
- Tracked overall security performance and shared this data with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design

**Documentation**

- Created functional and technical documentation for the Vault solution and shared with the client's Infosec teams
- Created detailed change management and adoption documentation and shared with the client's Infosec teams to verify client personnel were well equipped to run the solution

Project #6	Contact #6
Company Name: [REDACTED]	Contact Name: [REDACTED] [REDACTED] [REDACTED]
Project Name: Journey to Cloud Strategy & Roadmap	Company Name: [REDACTED]
Time Period: December 9, 2019 – July 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED] [REDACTED]
Staff Role: AWS Architect	
<p><i>Description of relevant experience:</i></p> <p><b>As the AWS Architect, Eric's accomplishments and responsibilities included the following:</b></p> <p><b>Project Scope</b></p> <ul style="list-style-type: none"> <li>• Served as the AWS Architect for the Journey to Cloud Strategy &amp; Roadmap project which also included architecting the AWS components</li> </ul>	

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- **Conducted current-state architecture assessment to identify AWS landing zone requirements**

- Cataloged hundreds of client applications that needed to migrate to AWS cloud services
- Designed and implemented integrated AWS landing zone architecture with more than 400 accounts to enable orchestration across multiple vendors for effective governance and transparency of performance
- Designed and implemented integrated services management architecture to integrate IT transactional processes across service providers
- Defined and implemented the control policies to manage the security profiles of all the applications migrated to AWS
- Built and tested CI/CD pipelines in production and non-production environments in the cloud ecosystem
- Monitored, scaled, and optimized AWS landing zones, including administrative requirements, team enablement, region enablement, and security controls
- Prepared estimates and budgets for integrated AWS landing zone architecture cloud services
- Maintained account and service classification level forecasts and budgets for cloud expenditures
- Prepared estimates for change requests and releases, incorporating them into forecasts and budgets
- Implemented and maintained reports and dashboards, including cost performance metrics and associated resource tagging requirements
- Monitored AWS landing zone services, security, and networks to maintain high availability and responsiveness
- Provided overall leadership and engineering expertise related to development, implementation, and management of the cloud infrastructure to support 24/7 operations
- Supported the root cause analysis of performance issues, connectivity issues, unplanned downtime, and security breaches that may have occurred

**Collaboration**

- Tracked overall security performance issues and shared this data with the client's Infosec teams
- Identified security issue causes
- Documented and shared findings with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design

**Continuous Improvement**

- Evaluated AWS landing zone performance and formulated recommendations to optimize solution even further

Project #7	Contact #7
Company Name: National Insurance Company	Contact Name: [REDACTED]
Project Name: Cloud Automation/Security Compliance Controls	Company Name: National Insurance Company

PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE	
Time Period: December 1, 2018 – November 22, 2019	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: AWS Technology Architect Manager	
<p><i>Description of relevant experience:</i></p> <p><b>As the AWS Technology Architect, Eric's accomplishments and responsibilities included the following:</b></p> <p><b>Project Scope</b></p> <ul style="list-style-type: none"> <li>• <b>Served as the AWS Technology Architect for the Cloud Automation/Security Compliance Controls project</b></li> <li>• <b>Planned and implemented cloud computing strategies and solutions, including IaaS, PaaS, and SaaS</b></li> <li>• Managed the configuration of production and non-production environments in the cloud ecosystem</li> <li>• Monitored, scaled, and optimized cloud resources—including computing power, database storage, and content delivery services—to meet growing business needs</li> <li>• Prepared estimates and budgets for cloud services</li> <li>• Prepared and maintained account and service classification level forecasts and budgets for cloud expenditures</li> <li>• Conducted current-state cloud security architecture assessments</li> <li>• Worked with clients to understand the desired future state of the AWS security landscape</li> <li>• Defined requirements for complex AWS security solution, suited to the client's requirements</li> <li>• Prepared initial estimates and budgets for security solution design, implementation, and maintenance</li> <li>• Designed and implemented an AWS security solution that includes IaaS, PaaS, and packaged SaaS offerings</li> <li>• Managed a team of 12 developers writing custom AWS security code to enable the security solution</li> <li>• Built and managed the configuration of production and non-production environments in the cloud security ecosystem</li> <li>• Configured, scaled, and optimized the security system to handle the associated workloads</li> <li>• Monitored, scaled, and optimized code to verify efficient execution across all target-state environments</li> <li>• Prepared estimates and budgets for long-term AWS security strategy</li> <li>• Prepared LOE and impact estimates for change requests and releases for the security system, incorporating them into forecasts and budgets</li> <li>• Monitored cloud services, networks, and security to achieve high availability and responsiveness</li> <li>• Supported the root cause analysis of any performance issues, connectivity issues, unplanned downtime, and security breaches of the security system that may have occurred</li> </ul> <p><b>Collaboration</b></p> <ul style="list-style-type: none"> <li>• Worked across several client teams to understand requirements and design a future-state solution</li> </ul>	

PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"> <li>• Tracked overall security performance and shared this data with the client's Infosec teams</li> <li>• Presented readiness status and issues to project sponsors and stakeholders</li> </ul>	
<b>Quality</b>	
<ul style="list-style-type: none"> <li>• Managed project issues and risks, mitigating impact to delivery and baseline</li> <li>• Provided functional expertise and knowledge in the security solution design</li> </ul>	
<b>Documentation</b>	
<ul style="list-style-type: none"> <li>• Created functional and technical documentation for the security solution and shared with client's Infosec teams</li> <li>• Created detailed change management and adoption documentation and shared with the client's Infosec teams to verify client personnel were well equipped to run the solution</li> </ul>	
<b>Total Duration of all Projects cited to meet the MQ:</b> <b>3 Years, 8 Months</b>	
Minimum Qualification I-S33	A minimum of two (2) years of experience in application integration within an AWS cloud hosted application.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: [REDACTED]	Contact Name: [REDACTED] [REDACTED] [REDACTED]
Project Name: Journey to Cloud Strategy & Roadmap	Company Name: [REDACTED]
Time Period: December 9, 2019 – July 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED] [REDACTED]
Staff Role: AWS Architect	
<i>Description of relevant experience:</i>  <b>As the AWS Architect, Eric's accomplishments and responsibilities included the following:</b> <b>Project Scope</b> <ul style="list-style-type: none"> <li>• Served as the AWS Architect for the Journey to Cloud Strategy &amp; Roadmap project, where he managed application integration within an AWS cloud hosted application</li> <li>• Conducted current-state architecture assessment to identify AWS landing zone requirements</li> <li>• Cataloged hundreds of client applications that needed to migrate to AWS cloud services</li> <li>• Designed and implemented integrated AWS landing zone architecture with more than 400 accounts to enable orchestration across multiple vendors for effective governance and transparency of performance</li> </ul>	

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Designed and implemented integrated services management architecture to integrate IT transactional processes across service providers
- Defined and implemented the control policies to manage the security profiles of all the applications migrated to AWS
- Built and tested CI/CD pipelines in production and non-production environments in the cloud ecosystem
- Monitored, scaled, and optimized AWS landing zones, including administrative requirements, team enablement, region enablement, and security controls
- Prepared estimates and budgets for integrated AWS landing zone architecture cloud services
- Maintained account and service classification level forecasts and budgets for cloud expenditures
- Prepared estimates for change requests and releases, incorporating them into forecasts and budgets
- Implemented and maintained reports and dashboards, including cost performance metrics and associated resource tagging requirements
- Monitored AWS landing zone services, security, and networks to maintain high availability and responsiveness
- Provided overall leadership and engineering expertise related to development, implementation, and management of the cloud infrastructure to support 24/7 operations
- Supported the root cause analysis of performance issues, connectivity issues, unplanned downtime, and security breaches that may have occurred

**Collaboration**

- Tracked overall security performance issues and shared this data with the client's Infosec teams
- Identified security issue root causes
- Documented and shared findings with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design

**Continuous Improvement**

- Evaluated AWS landing zone performance and formulated recommendations to further optimize solution

<b>Project #2</b>	<b>Contact #2</b>
Company Name: National Insurance Company	Contact Name: [REDACTED]
Project Name: Vault Deployment/Automation	Company Name: National Insurance Company
Time Period: (Month, Day, Year – Month, Day, Year) September 14, 2020 – June 30, 2021	Phone Number: [REDACTED]
Percentage of Time:	Email: [REDACTED]

PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE	
September 14, 2020 – March 14, 2021: 20%	
March 15, 2021 – June 30, 2021: 100%	
Staff Role: Technology Architect Manager	
<p><i>Description of relevant experience:</i></p> <p><b>As the Technology Architect, Eric's accomplishments and responsibilities included the following:</b></p> <p><b>Project Scope</b></p> <ul style="list-style-type: none"> <li>• <b>Served as the Technology Architect Manager for the Vault Deployment/Automation project, where he managed application integration within an AWS Vault, cloud hosted application</b></li> <li>• <b>Conducted current-state cloud security architecture assessments</b></li> <li>• Worked with clients to understand the desired future state of the AWS security landscape</li> <li>• Defined requirements for a complex Vault security solution, suited to the client's requirements and designed to handle thousands of integrated applications</li> <li>• Prepared initial estimates and budgets for Vault system implementation and maintenance</li> <li>• Designed and implemented Vault security, a cloud-based security solution, that integrates with many IaaS, PaaS, and packaged SaaS offerings</li> <li>• Built and managed the configuration of production and non-production environments in the Vault cloud ecosystem</li> <li>• Configured, scaled, and optimized the Vault cloud solution to integrate with more than 25,000 applications</li> <li>• Monitored, scaled, and optimized Vault security resources—including computing power, database storage, and content delivery services—to meet growing business needs and solve current business challenges</li> <li>• Prepared estimates and budgets for a future-state Vault security strategy</li> <li>• Prepared and maintained account and service classification level forecasts and budgets for cloud expenditures</li> <li>• Prepared LOE and impact estimates for change requests and releases for the Vault system, incorporating them into forecasts and budgets</li> <li>• Implemented and maintained cost and performance metrics, reports, and associated resource tagging</li> <li>• Monitored cloud services, networks, and security to achieve high availability and responsiveness</li> <li>• Provided overall leadership and engineering expertise related to development, implementation, and management of the Vault security solution to enable 24/7 operations</li> <li>• Supported the root cause analysis of any performance issues, connectivity issues, unplanned downtime, and security breaches of the Vault system that may have occurred</li> </ul> <p><b>Collaboration</b></p> <ul style="list-style-type: none"> <li>• Worked across several client teams to understand requirements and design future-state solution</li> <li>• Tracked overall security performance and shared this data with the client's Infosec teams</li> </ul>	

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Presented readiness status and issues to project sponsors and stakeholders

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design

**Documentation**

- Created functional and technical documentation for the Vault solution and shared with the client's Infosec teams
- Created detailed change management and adoption documentation and shared with the client's Infosec teams to verify client personnel were well equipped to run the solution

<b>Project #3</b>	<b>Contact #3</b>
Company Name: National Insurance Company	Contact Name: [REDACTED]
Project Name: Cloud Automation/Security Compliance Controls	Company Name: Confidential
Time Period: December 1, 2018 – November 22, 2019	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Technology Architect Manager	

*Description of relevant experience:*

**As the Technology Architect Manager, Eric's accomplishments and responsibilities included the following:**

**Project Scope**

- **Served as the Technology Architect Manager for the Cloud Automation/Security Compliance Controls project, where he managed application integration within an AWS cloud hosted application**
- **Planned and implemented cloud computing strategies and solutions, including IaaS, PaaS, and SaaS**
- Managed the configuration of production and non-production environments in the cloud ecosystem
- Monitored, scaled, and optimized cloud resources—including computing power, database storage, and content delivery services—to meet growing business needs
- Prepared estimates and budgets for cloud services
- Prepared and maintained account and service classification level forecasts and budgets for cloud expenditures
- Conducted current-state cloud security architecture assessments
- Worked with clients to understand the desired future-state of the AWS security landscape
- Defined requirements for a complex AWS security solution, suited to the client's requirements
- Prepared initial estimates and budgets for security solution design, implementation, and maintenance

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Designed and implemented AWS security solution that includes IaaS, PaaS, and packaged SaaS offerings
- Managed a team of 12 developers writing custom AWS security code to enable the security solution
- Built and managed the configuration of production and non-production environments in the cloud security ecosystem
- Configured, scaled, and optimized the security system to handle the associated workloads
- Monitored, scaled, and optimized code to promote efficient execution across all target-state environments
- Prepared estimates and budgets for long-term AWS security strategy
- Prepared LOE and impact estimates for change requests and releases for the security system, incorporating them into forecasts and budgets
- Monitored cloud services, networks, and security to achieve high availability and responsiveness
- Provided overall leadership and engineering expertise related to development, implementation, and management of the Vault security solution to enable 24/7 operations
- Supported the root cause analysis of any performance issues, connectivity issues, unplanned downtime, and security breaches of the security system that may have occurred

**Collaboration**

- Worked across several client teams to understand requirements and design a future-state solution
- Tracked overall security performance and shared this data with the client's Infosec teams
- Presented readiness status and issues to project sponsors and stakeholders

**Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the security solution design

**Documentation**

- Created functional and technical documentation for the security solution and shared with the client's Infosec teams
- Created detailed change management and adoption documentation and shared with the client's Infosec teams to verify client personnel were well equipped to run the solution

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>2 years</b>
Minimum Qualification I-S34	Experience in migrating at least one (1) Web application(s) (e.g., Oracle) from an on-premises environment to the AWS cloud.	
<b>Project #1</b>		<b>Contact #1</b>
Company Name: _____		Contact Name: _____ _____ _____

PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE	
Project Name: Cloud Migration	Company Name: [REDACTED]
Time Period: December 7, 2014 – July 21, 2015	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Cloud Solution Architect	
<p><i>Description of relevant experience:</i></p> <p><b>As the Cloud Solution Architect, Eric's accomplishments and responsibilities included the following:</b></p> <p><b>Project Scope</b></p> <ul style="list-style-type: none"> <li>• <b>Served as the Cloud Solution Architect for the Cloud Migration project, where he migrated a Web application from an on-premises environment to the AWS cloud</b></li> <li>• <b>Managed the migration from the on-premises environment to the AWS cloud</b></li> <li>• Conducted an architecture analysis of current on-premises hardware and software stack</li> <li>• Worked with the client to understand the desired future-state AWS landscape, including network architecture and site-to-site VPNs</li> <li>• Defined and implemented the user operating model</li> <li>• Created functional and technical requirements to achieve the desired future-state</li> <li>• Planned and implemented AWS landing zone structures, including IaaS, PaaS, and SaaS</li> <li>• Managed the configuration of production and non-production environments in the AWS ecosystem</li> <li>• Monitored, scaled, and optimized AWS resources—including computing power, database storage, and content delivery services—to meet growing business needs</li> <li>• Prepared estimates and budgets for the future-state AWS services</li> <li>• Prepared and maintained account and service classification level forecasts and budgets for AWS expenditures</li> <li>• Prepared estimates for AWS ecosystem change requests and releases and incorporated them into forecasts and budgets</li> <li>• Implemented and maintained performance metrics, reports, and associated resource tagging</li> <li>• Defined alarms triggered by performance metric thresholds to maintain stability and mitigate risk</li> <li>• Monitored AWS services, security, and networks to maintain high availability and responsiveness</li> <li>• Provided overall leadership and engineering expertise related to development, implementation, and management of the cloud infrastructure to support 24/7 operations</li> <li>• Supported the root cause analysis of performance issues, connectivity issues, unplanned downtime, and security breaches</li> </ul> <p><b>Collaboration</b></p> <ul style="list-style-type: none"> <li>• Worked across several client teams to understand requirements and design a future-state solution</li> <li>• Presented readiness status and issues to project sponsors and stakeholders</li> </ul>	

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE****Quality**

- Managed project issues and risks, mitigating impact to delivery and baseline
- Provided functional expertise and knowledge in the AWS solution design

**Documentation**

- Created functional and technical documentation for the AWS solution and shared with client teams
- Created detailed change management and adoption documentation and shared with the client teams to verify client personnel were well equipped to run the solution

<b>Project #2</b>	<b>Contact #2</b>
Company Name: Takeda	Contact Name: [REDACTED]
Project Name: Fuji	Company Name: Takeda
Time Period: (Month, Day, Year – Month, Day, Year) June 1, 2022 – January 4, 2023 (Ongoing))	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]

Staff Role: Principal AWS Architect

*Description of relevant experience:*

**As the Principal AWS Architect, Eric's accomplishments and responsibilities include the following:**

**Project Scope**

- **Serves as the Principal AWS Architect Manager for the Takeda Fuji project, where he manages the design and implementation of an entire landing zone to support Takeda company-wide and the migration of the existing solution to the new landing zone**
- **Manages migration of all internal Takeda applications into an AWS cloud environment configured by the solution landing zone**
- Documents landing zones for Takeda's application migration
- Manages a team of 16 personnel
- **Onboarded and trained a team of specialists to operate concurrently with client personnel to complete the build and migration**
- **Created a flexible target state architecture for the entire AWS campus**
- Defined a migration strategy that allowed the movement of over 400 AWS accounts to the new architecture rather than forcing a greenfield migration
- Designs and implements HashiCorp Terraform Enterprise Server, infrastructure as code (IaC), into the client's existing AWS landscape to streamline provisioning
- Documents solutions to verify Takeda team could operate solution after Accenture's departure
- Creates landing zones and migrates applications into AWS environments

**PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE**

- Future-proofs infrastructure and supports applications
- Prepares initial estimates and budgets for security solution design, implementation, and maintenance
- Builds and manages the configuration of production and non-production environments in the cloud security ecosystem
- Configures, scales, and optimizes the security system to handle the associated workloads
- Monitors, scales, and optimizes code to promote efficient execution across all target-state environments
- Prepares estimates and budgets for long-term AWS security strategy
- Prepares LOE and impact estimates for change requests and releases for the security system, incorporating them into forecasts and budgets
- Monitors cloud services, networks, and security to achieve high availability and responsiveness

**Collaboration**

- Works across several client teams to understand requirements and design future-state solution
- Tracks overall security performance and shares this data with the client's Infosec teams
- Presents readiness status and issues to project sponsors and stakeholders

**Quality**

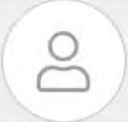
- Manages project issues and risks, mitigating impact to delivery and baseline
- Provides functional expertise and knowledge in the security solution design

**Documentation**

- Creates functional and technical documentation for the security solution and shares with the client's Infosec teams
- Creates detailed change management and adoption documentation and shares with the client's Infosec teams to verify client personnel are well equipped to run the solution


Total Duration of all Projects cited to meet the MQ:		1 year 2 months		
Minimum Qualification I-S35	Hold and maintain for the duration of the contract a cloud specific certification that includes secure cloud architecture concepts, such as Certified Cloud Security Professional (CCSP), AWS solutions architect, or AWS security specialization.			
Certification/ Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link; if not available, attach a copy to the offer
AWS Certified Security – Specialty	Credential ID – 8C1Q088KM14QQPSJ	June 17, 2020	June 17, 2023	<a href="https://aw.certmetrics.com/amazon/public/verification.aspx">https://aw.certmetrics.com/amazon/public/verification.aspx</a>
AWS Certified DevOps Engineer – Professional	Credential ID – J4VZ323KME4E1RSQ	May 27, 2020	May 27, 2023	<a href="https://aw.certmetrics.com/amazon/public/verification.aspx">https://aw.certmetrics.com/amazon/public/verification.aspx</a>

PART 2 – INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS TABLE				
AWS Certified Solutions Architect – Professional	Credential ID – c806c7ed-ff4c-4747-b82b-7de0c4e40fbc	November 8, 2018	October 25, 2024	<a href="https://www.credly.com/badges/c806c7ed-ff4c-4747-b82b-7de0c4e40fbc/public_url">https://www.credly.com/badges/c806c7ed-ff4c-4747-b82b-7de0c4e40fbc/public_url</a>



This badge was issued to [Eric Hill](#) on June 17, 2020  
Expires on June 17, 2023

[Verify Badge](#)





**aws** certified  
**Security**  
SPECIALTY

## AWS Certified Security – Specialty

Issued by [Amazon Web Services Training and Certification](#)

Earners of this certification have an in-depth understanding of AWS security services and the shared responsibility model (between AWS and the customer). They demonstrated the ability to design, implement, and troubleshoot various security models in the AWS Cloud. Badge owners can leverage various security models for organizations of all sizes.

[Learn more](#)

 Certification  Advanced

### Skills

Amazon Web Services

AWS

AWS Certification

Cloud Certification

Cloud Security

Data Security


IAM


Security Architecture

Security Controls

Security Management


### Earning Criteria

 Successfully passed the AWS Certified Security – Specialty exam.



This badge was issued to [Eric Hill](#) on May 27, 2020  
Expires on May 27, 2023

[Verify Badge](#)





## AWS Certified DevOps Engineer – Professional

Issued by [Amazon Web Services Training and Certification](#)

Earners of this certification have an extensive understanding of implementing continuous delivery systems and methodologies on the AWS Cloud. They demonstrated the ability to automate resilient applications and infrastructure deployments using AWS services. Badge owners are able to enforce policies, implement automated monitoring, and configure event management of an environment.

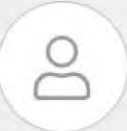
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 Certification  Advanced

### Skills


[Amazon Web Services](#) [AWS](#) [AWS Certification](#) [AWS Cloud](#) [Cloud Certification](#) [DevOps](#)

[DevOps And Automation](#)



This badge was issued to [Eric Hill](#) on November 08, 2018  
Expires on October 25, 2024

[Verify Badge](#)





## AWS Certified Solutions Architect – Professional

Issued by [Amazon Web Services Training and Certification](#)

Earners of this certification have an extensive understanding of designing technical strategies to accomplish specific business goals. They demonstrated the ability to balance best practices and trade-offs based on business context. Badge owners are able to design solutions across multiple platforms and providers.

[Learn more](#)

 Certification

 Advanced

### Skills

Amazon Web Services

AWS

AWS Certification

AWS Cloud

Cloud Architecture

Cloud Certification

Cloud Data

Cloud Infrastructure

Cloud Migration

Cloud Services

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## Attachment A10 - Infrastructure Key Staff Qualifications, Part 3

### Instructions:

This workbook contains a tab for each Infrastructure Key Staff position:

1. Infrastructure Project Manager
2. Infrastructure Project Management Office Lead
3. Infrastructure Delivery Integration Office Manager
4. Infrastructure Transition Manager
5. Infrastructure Operations Manager
6. Infrastructure Security Manager
7. Infrastructure Service Desk Lead
8. Infrastructure AWS Manager

For each mandatory qualification, identify the name of the Project that meets the MQ, start and end dates, percentage of time on the Project (100%, 50%, etc.) and the total duration in months.

The information contained in this table should summarize the details provided in Part 2 – Staff Minimum Qualifications Table.

Proposed Staff may not cite full-time experience gained working simultaneously on multiple Projects, i.e., percentage of time cannot exceed 100% for any given period.

Column G, Duration in Months (% Applied) contains a formula. Do not enter any data into Column G.

## INFRASTRUCTURE PROJECT MANAGER MINIMUM QUALIFICATIONS SUMMARY TABLE

**Project Manager Name:** Arnold Malvick

**Minimum Qualification I-S3** A minimum of three (3) years of experience within the past ten (10) years on a large and complex IT system that is in production.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS (Project Executive/Project Manager)	3/14/2022	1/4/2023 (Ongoing)	100%	9.6	9.6
Freeport-McMoRan - Infrastructure, Application, and Security Managed Services.	2/1/2020	12/31/2020	100%	11.0	11.0
	1/1/2019	1/31/2020	75%	13.0	9.8
	4/1/2010	12/31/2018	100%	72.0	72.0
	(for experience calculation, the start date is considered as 1/4/2013)				
Totals				105.6	102.4

**Minimum Qualification I-S4** A minimum of five (5) years of experience as a Project Manager or Project Director within the past ten (10) years being directly responsible for activities in the following Project Management knowledge areas: scope, time, cost, human resource, risk, quality, integration and communication.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	3/14/2022	1/4/2023 (Ongoing)	100%	9.7	9.7
Freeport-McMoRan - Infrastructure, Application, and Security Managed Services.	2/1/2020	12/31/2020	100%	11.0	11.0
	1/1/2019	1/31/2020	75%	13.0	9.8
	4/1/2010	12/31/2018	100%	72.0	72.0
	(for experience calculation, the start date is considered as 1/4/2013)				
Totals				105.7	102.5

Minimum Qualification I-S5		A minimum of five (5) years of experience within the past ten (10) years, supervising teams of 25 people or greater on Projects that involved large and complex IT systems.				
Project		Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS		3/14/2022	1/4/2023 (Ongoing)	100%	9.7	9.7
Freeport-McMoRan - Infrastructure, Application, and Security Managed Services.		2/1/2020	12/31/2020	100%	11.0	11.0
		1/1/2019	1/31/2020	75%	13.0	9.8
		4/1/2010	12/31/2018	100%	72.0	72.0
		(for experience calculation, the start date is considered as 1/4/2013)				
Totals					105.7	102.5
Minimum Qualification I-S6		A minimum of five (5) years of experience within the past ten (10) years building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, ensuring client is aware of progress/service status; and building credibility and fostering business-partnering relationships.				
Project		Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS		3/14/2022	1/4/2023 (Ongoing)	100%	9.7	9.7
Freeport-McMoRan - Infrastructure, Application, and Security Managed Services.		2/1/2020	12/31/2020	100%	11.0	11.0
		1/1/2019	1/31/2020	75%	13.0	9.8
		4/1/2010	12/31/2018	100%	72.0	72.0
		(for experience calculation, the start date is considered as 1/4/2013)				
Totals					105.7	102.5
Minimum Qualification I-S7		Possess and maintain a valid Project Management Institute (PMI) certification throughout the term of this agreement.				

Certification/Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link, if not available attach a copy
Project Management Professional (PMP)	3391525	12/23/2022	12/23/2025	<a href="https://www.pmi.org/certifications/certification-resources/registry">https://www.pmi.org/certifications/certification-resources/registry</a>

## INFRASTRUCTURE PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS SUMMARY TABLE

**PMO Lead Name:** Lulu Fou

**Minimum Qualification I-S8** A minimum of three (3) years of experience within the past five (5) years leading a PMO in a corporate systems integration organization, Federal, State, County, or Consortium organization.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	3/4/2019	1/4/2023 (Ongoing)	100%	46.0	46.0
LEADER Replacement System (LRS)	11/7/2012 (for experience calculation, the start date is considered as 1/4/2018)	3/3/2019	100%	14.0	14.0
					0.0
Totals				60.0	60.0

**Minimum Qualification I-S9** A minimum of three (3) years of experience directly responsible for supporting activities in the following Project Management knowledge areas: scope, time, cost, human resource, risk, quality, integration and communication.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months
CalSAWS	3/4/2019	1/4/2023 (Ongoing)	100%	46.0	46.0
LEADER Replacement System (LRS)	11/7/2012	3/3/2019	100%	75.8	75.8
					0.0
Totals				121.8	121.8

**Minimum Qualification I-S10** Possess and maintain a valid Project Management Institute (PMI) certification throughout the term of this agreement.

Certification/Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link, if not available attach a copy
Project Management Professional (PMP)	1351707	8/6/2010	8/6/2025	<a href="https://www.pmi.org/certifications/certi">https://www.pmi.org/certifications/certi</a>

## INFRASTRUCTURE DELIVERY INTEGRATION OFFICE MANAGER MINIMUM QUALIFICATIONS SUMMARY TABLE

**DIO Manager Name:** James Gnesda

**Minimum Qualification I-S11** A minimum of two (2) years of experience coordinating multidisciplinary teams over various functional and technical areas in a leadership capacity on Projects that involved large and complex IT systems.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CDPH Vaccine Management	12/1/2020	1/4/2023 (Ongoing)	100%	25.0	25.0
CalHEERS	6/1/2012	4/22/2020	100%	94.7	94.7
					0.0
Totals				119.7	119.7

**Minimum Qualification I-S12** A minimum of two (2) years of experience coordinating integration services on a Project similar in size and scale to the CalSAWS.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CDPH Vaccine Management	12/1/2020	1/4/2023 (Ongoing)	100%	25.0	25.0
CalHEERS	6/1/2012	4/22/2020	100%	94.7	94.7
					0.0
Totals				119.7	119.7

**Minimum Qualification I-S13** At least two (2) years of Full-Time Equivalent (FTE) experience utilizing traditional and iterative solution delivery methodologies.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CDPH Vaccine Management	12/1/2020	1/4/2023 (Ongoing)	100%	25.0	25.0
CalHEERS	6/1/2012	4/22/2020	100%	94.7	94.7
					0.0
Totals				119.7	119.7

**Minimum Qualification I-S14** A minimum of five (5) years of experience within the past ten (10) years building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, ensuring client is aware of progress/service status; and building credibility and fostering business-partnering relationships.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
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CDPH Vaccine Management	12/1/2020	1/4/2023 (Ongoing)	100%	25.0	25.0
CalHEERS	6/1/2012 (for experience calculation, the start date is considered as 1/4/2013)	4/22/2020	100%	87.6	87.6
					0.0
Totals				112.6	112.6

## INFRASTRUCTURE TRANSITION MANAGER MINIMUM QUALIFICATIONS SUMMARY TABLE

**Transition Manager Name Rick Costa**

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

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
OhioHealth IT Outsourcing (ITO) project	3/1/2022	1/3/2023	100%	10.0	10.0
Major oil and gas corporation - IT systems transition	4/1/2019	2/28/2020	100%	11.0	11.0
The Nature's Bounty Company - IT Outsourcing	8/1/2017	3/31/2018	100%	8.0	8.0
Totals				29.0	29.0

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

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
OhioHealth IT Outsourcing (ITO) project	3/1/2022	1/3/2023	100%	10.0	10.0
Major oil and gas corporation - IT systems transition	4/1/2019	2/28/2020	100%	11.0	11.0
The Nature's Bounty Company - IT Outsourcing	8/1/2017	3/31/2018	100%	8.0	8.0
Totals				29.0	29.0

## INFRASTRUCTURE OPERATIONS MANAGER MINIMUM QUALIFICATIONS SUMMARY TABLE

### Operations Manager Name: Jeremy Grecian

**Minimum Qualification I-S17** A minimum of three (3) years of experience as an Operations Manager within the past (10) years directly responsible for management of operations for a large and complex IT system in a cloud environment, preferably AWS.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS Migration	2/1/2022	1/4/2023 (Ongoing)	100%	11.0	11.0
	3/1/2021	1/31/2022	50%	11.0	5.5
Ross Stores, Inc. - Ross Technologies Support	3/1/2021	1/31/2022	50%	11.0	5.5
	9/1/2012 (for experience calculation, the start date is considered as 1/4/2013)	2/28/2021	100%	98.0	98.0
Totals				131.0	120.0

**Minimum Qualification I-S18** A minimum of five (5) years of experience within the past ten (10) years supervising teams of 15 people or greater on Projects that involved large and complex IT systems.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS Migration	2/1/2022	1/4/2023 (Ongoing)	100%	11.0	11.0
	3/1/2021	1/31/2022	50%	11.0	5.5
Ross Stores, Inc. - Ross Technologies Support	3/1/2021	1/31/2022	50%	11.0	5.5
	9/1/2012 (for experience calculation, the start date is considered as 1/4/2013)	2/28/2021	100%	98.0	98.0
Totals				131.0	120.0

**Minimum Qualification I-S19** A minimum of five (5) years of experience within the past ten (10) years, ensuring the continuity of IT operations services, including both local and wide area networks and cloud-based services on Projects involving large and complex IT systems.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
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CalSAWS Migration	2/1/2022	1/4/2023 (Ongoing)	100%	11.0	11.0
	3/1/2021	1/31/2022	50%	11.0	5.5
Ross Stores, Inc. - Ross Technologies Support	3/1/2021	1/31/2022	50%	11.0	5.5
	9/1/2012 (for experience calculation, the start date is considered as 1/4/2013)	2/28/2021	100%	98.0	98.0
Totals				131.0	120.0
Minimum Qualification I-S20	A minimum of one (1) year of experience within the past ten (10) years, on a large and complex IT System using Information Technology Infrastructure Library (ITIL) standards and framework.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS Migration	2/1/2022	1/4/2023 (Ongoing)	100%	11.0	11.0
	3/1/2021	1/31/2022	50%	11.0	5.5
Ross Stores, Inc. - Ross Technologies Support	3/1/2021	1/31/2022	50%	11.0	5.5
	9/1/2012 (for experience calculation, the start date is considered as 1/4/2013)	2/28/2021	100%	98.0	98.0
Totals				131.0	120.0

## INFRASTRUCTURE SECURITY MANAGER MINIMUM QUALIFICATIONS SUMMARY TABLE

### Security Manager Name: Benjamin (Ben) Troglia

Minimum Qualification I-S21	A minimum of three (3) years of experience as a Security Lead directly responsible for collaborating with application development teams, technical architects, and security policy experts to define and/or implement an integrated framework of solution security architecture.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
California Department of Public Health - CalCONNECT	9/7/2022	1/4/2023 (Ongoing)	33%	3.9	1.3
	12/14/2020	9/6/2022	50%	20.8	10.4
	6/1/2020	12/13/2020	100%	6.4	6.4
California Department of Public Health - Vaccine Management Program	9/7/2022	1/4/2023 (Ongoing)	33%	3.9	1.3
	12/14/2020	9/6/2022	50%	20.8	10.4
CalHEERS	3/1/2014	5/31/2020	100%	75.0	75.0
Totals				130.8	104.8
Minimum Qualification I-S22	A minimum of three (3) years of lead experience within the past ten (10) years developing, implementing, improving and monitoring industry standard Security strategies, solutions, and processes on Projects involving large and complex IT systems and/or AWS cloud environment.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
California Department of Public Health - CalCONNECT	9/7/2022	1/4/2023 (Ongoing)	33%	3.9	1.3
	12/14/2020	9/6/2022	50%	20.8	10.4
	6/1/2020	12/13/2020	100%	6.4	6.4
California Department of Public Health - Vaccine Management Program	9/7/2022	1/4/2023 (Ongoing)	33%	3.9	1.3
	12/14/2020	9/6/2022	50%	20.8	10.4
CalHEERS	3/1/2014	5/31/2020	100%	75.0	75.0
Totals				130.8	104.8
Minimum Qualification I-S23	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	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
California Department of Public Health - CalCONNECT	9/7/2022	1/4/2023 (Ongoing)	33%	3.9	1.3
	12/14/2020	9/6/2022	50%	20.8	10.4
	6/1/2020	12/13/2020	100%	6.4	6.4
California Department of Public Health - Vaccine Management Program	9/7/2022	1/4/2023 (Ongoing)	33%	3.9	1.3
	12/14/2020	9/6/2022	50%	20.8	10.4
CalHEERS	3/1/2014	5/31/2020	100%	75.0	75.0
Totals				130.8	104.8

Minimum Qualification I-S24	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.
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Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
California Department of Public Health - CalCONNECT	9/7/2022	1/4/2023 (Ongoing)	33%	3.9	1.3
	12/14/2020	9/6/2022	50%	20.8	10.4
	6/1/2020	12/13/2020	100%	6.4	6.4
California Department of Public Health - Vaccine Management Program	9/7/2022	1/4/2023 (Ongoing)	33%	3.9	1.3
	12/14/2020	9/6/2022	50%	20.8	10.4
CalHEERS	3/1/2014	5/31/2020	100%	75.0	75.0
Totals				130.8	104.8

Minimum Qualification I-S25	A minimum of three (3) years of experience with systems that comply with National Institute of Standards and Technology (NIST) 800-53 moderate baseline.
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Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalHEERS	3/1/2014	5/31/2020	100%	75.0	75.0
					0.0
					0.0
Totals				75.0	75.0

Minimum Qualification I-S26	Hold and maintain for the duration of the contract an (ISC)2® Certified Information Systems Security Professional (CISSP) certification, or ISACA Certified Information Security Manager (CISM).
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Certification/Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link, if not available attach a copy
Certified Information Systems Security Professional (CISSP)	461611	4/4/2014	04/30/2023 (will complete requisite training by May 1, 2023, to renew the certification for another three years)	<a href="https://www.isc2.org/MemberVerification">https://www.isc2.org/MemberVerification</a>

## INFRASTRUCTURE SERVICE DESK LEAD MINIMUM QUALIFICATIONS SUMMARY TABLE

### Service Desk Lead Name Angela Stott

Minimum Qualification I-S27 A minimum of two (2) years of lead experience within the past five (5) years working in a service desk/help desk.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
Dana - Dana Service Desk	12/1/2022	1/4/2023 (Ongoing)	50%	1.0	0.5
	2/14/2022	11/30/2022	100%	9.5	9.5
Corteva - Corteva Service Desk	12/1/2022	1/4/2023 (Ongoing)	17%	1.0	0.2
	3/1/2021	2/13/2022	33%	11.4	3.8
State of Ohio - Ohio Benefits	12/1/2022	1/4/2023 (Ongoing)	17%	1.0	0.2
	3/1/2021	2/13/2022	33%	11.4	3.8
	2/1/2019	2/28/2021	50%	25.0	12.5
State of Kansas Eligibility Enforcement System (KEES) - KEES Service Desk	12/1/2022	1/4/2023 (Ongoing)	16%	1.0	0.2
	3/1/2021	2/13/2022	33%	11.4	3.8
	2/1/2019	2/28/2021	50%	25.0	12.5
Totals				97.7	46.8

Minimum Qualification I-S28 A minimum of two (2) years of experience within the past five (5) years working in a help desk environment serving over 2,500 end users.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
Dana - Dana Service Desk	12/1/2022	1/4/2023 (Ongoing)	50%	1.0	0.5
	2/14/2022	11/30/2022	100%	9.5	9.5
Corteva - Corteva Service Desk	12/1/2022	1/4/2023 (Ongoing)	17%	1.0	0.2
	3/1/2021	2/13/2022	33%	11.4	3.8
State of Ohio - Ohio Benefits	12/1/2022	1/4/2023 (Ongoing)	17%	1.0	0.2
	3/1/2021	2/13/2022	33%	11.4	3.8

	2/1/2019	2/28/2021	50%	25.0	12.5
State of Kansas Eligibility Enforcement System (KEES) - KEES Service Desk	12/1/2022	1/4/2023 (Ongoing)	16%	1.0	0.2
	3/1/2021	2/13/2022	33%	11.4	3.8
	2/1/2019	2/28/2021	50%	25.0	12.5
Totals				97.7	46.8

**Minimum Qualification I-S29** A minimum of two (2) years of experience within the past five (5) years with the ServiceNow platform and tools.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
Dana - Dana Service Desk	12/1/2022	1/4/2023 (Ongoing)	50%	1.0	0.5
	2/14/2022	11/30/2022	100%	9.5	9.5
Corteva - Corteva Service Desk	12/1/2022	1/4/2023 (Ongoing)	17%	1.0	0.2
	3/1/2021	2/13/2022	33%	11.4	3.8
State of Ohio - Ohio Benefits	12/1/2022	1/4/2023 (Ongoing)	17%	1.0	0.2
	3/1/2021	2/13/2022	33%	11.4	3.8
	2/1/2019	2/28/2021	50%	25.0	12.5
State of Kansas Eligibility Enforcement System (KEES) - KEES Service Desk	12/1/2022	1/4/2023 (Ongoing)	16%	1.0	0.2
	3/1/2021	2/13/2022	33%	11.4	3.8
	2/1/2019	2/28/2021	50%	25.0	12.5
Totals				97.7	46.8

**Minimum Qualification I-S30** Hold and maintain for the duration of the contract an ITIL certification.

Certification/Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link, if not available attach a copy
ITIL v3 Foundation	`00009816	3/10/2008	N/A	Copy of certification is included in Attachment A10 - Infrastructure Key Staff Resumes and Qualifications, Part 1 and 2, at the end of Section 1.7 - Infrastructure Operations Service Desk Lead Staff Qualifications.

## INFRASTRUCTURE AWS MANAGER MINIMUM QUALIFICATIONS SUMMARY TABLE

**AWS Manager Name:** Eric Hill

**Minimum Qualification I-S31** A minimum of three (3) years of experience managing and maintaining cloud-computing on a large complex information technology (IT) system

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months
Takeda - Fuji	6/1/2022	1/4/2023 (Ongoing)	100%	7.0	7.0
Major Telecommunication Company - TEQ Security Enablement	1/1/2022	4/30/2022	100%	4.0	4.0
	10/18/2021	12/31/2021	50%	2.0	1.0
State of Kansas - Kansas Department of Labor (KDOL) Surge Program - ICS	10/18/2021	12/31/2021	50%	2.4	1.2
	8/21/2021	10/17/2021	100%	1.9	1.9
National Insurance Company - Vault Deployment/Automation	3/15/2021	6/30/2021	100%	3.5	3.5
	9/14/2020	3/14/2021	20%	6.0	1.2
Lululemon - Terraform Enterprise Implementation	9/1/2020	3/1/2021	80%	6.0	4.8
Major Financial Institution - Journey to Cloud Strategy & Roadmap	12/9/2019	7/31/2020	100%	7.7	7.7
National Insurance Company - Cloud Automation/Security Compliance Controls	12/1/2018	11/22/2019	100%	11.7	11.7
Totals				52.2	44.0

**Minimum Qualification I-S32** A minimum of three (3) years of experience as an AWS Solutions Architect.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months
Takeda - Fuji	6/1/2022	1/4/2023 (Ongoing)	100%	7.0	7.0
Major Telecommunication Company - TEQ Security Enablement	1/1/2022	4/30/2022	100%	4.0	4.0
	10/18/2021	12/31/2021	50%	2.0	1.0
State of Kansas - Kansas Department of Labor (KDOL) Surge Program - ICS	10/18/2021	12/31/2021	50%	2.4	1.2
	8/21/2021	10/17/2021	100%	1.9	1.9
National Insurance Company - Vault Deployment/Automation	3/15/2021	6/30/2021	100%	3.5	3.5
	9/14/2020	3/14/2021	20%	6.0	1.2
Lululemon - Terraform Enterprise Implementation	9/1/2020	3/1/2021	80%	6.0	4.8
Major Financial Institution - Journey to Cloud Strategy & Roadmap	12/9/2019	7/31/2020	100%	7.7	7.7
National Insurance Company - Cloud Automation/Security Compliance Controls	12/1/2018	11/22/2019	100%	11.7	11.7
Totals				52.2	44.0

**Minimum Qualification I-S33** A minimum of two (2) years of experience in application integration within an AWS cloud hosted application.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months
National Insurance Company - Vault Deployment/Automation	3/15/2021	6/30/2021	100%	3.5	3.5

National Insurance Company - Cloud Deployment/Automation	9/14/2020	3/14/2021	20%	6.0	1.2
Major Financial Institution - Journey to Cloud Strategy & Roadmap	12/9/2019	7/31/2020	100%	7.7	7.7
National Insurance Company - Cloud Automation/Security	12/1/2018	11/22/2019	100%	11.7	11.7
			Totals	28.9	24.1

Minimum Qualification I-S34	Experience in migrating at least one (1) Web application(s) (e.g., Oracle) from an on-premises environment to the AWS cloud.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months
Takeda - Fuji	6/1/2022	1/4/2023 (Ongoing)	100%	7.0	7.0
Aerospace Manufacturing Client - Cloud Migration	12/7/2014	7/21/2015	100%	7.5	7.5
			Totals	14.5	14.5

Minimum Qualification I-S35	Hold and maintain for the duration of the contract a cloud specific certification that includes secure cloud architecture concepts, such as Certified Cloud Security Professional (CCSP), AWS solutions architect, or AWS security specialization.			
Certification/Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link, if not available attach a copy
AWS Certified Security – Specialty	Credential ID - 8C1Q088KM14QQ PSJ	6/17/2020	6/17/2023	<a href="https://aw.certmetrics.com/amazon/public/verification.aspx">https://aw.certmetrics.com/amazon/public/verification.aspx</a>
AWS Certified DevOps Engineer - Professional	Credential ID - J4VZ323KME4E1RS Q	5/27/2020	5/27/2023	<a href="https://aw.certmetrics.com/amazon/public/verification.aspx">https://aw.certmetrics.com/amazon/public/verification.aspx</a>
AWS Certified Solutions Architect - Professional	Credential ID - c806c7ed-ff4c-4747-b82b-7de0c4e40fbc	11/8/2018	10/25/2024	<a href="https://www.credly.com/badges/c806c7ed-ff4c-4747-b82b-7de0c4e40fbc/public_url">https://www.credly.com/badges/c806c7ed-ff4c-4747-b82b-7de0c4e40fbc/public_url</a>