

11.2 PROPOSAL SUBMISSION ATTACHMENTS

11.2.1 Attachment G4 – DARFUR Contracting Act Certification

In accordance with Public Contract Code section 2204(a), the Bidder certifies that at the time the Proposal is submitted, the Bidder signing the Proposal is not identified on a list created pursuant to subdivision (b) of Public Contract Code section 2203 (<http://www.dgs.ca.gov/pd/Resources/PDLegislation.aspx>) as a person (as defined in Public Contract Code section 2202I) engaging in investment activities in Iran described in subdivision (a) of Public Contract Code section 2202.5, or as a person described in subdivision (b) of Public Contract Code section 2202.5, as applicable.


Bidders are cautioned that making a false certification may subject the Bidder to civil penalties, termination of existing contract, and ineligibility to bid on a contract for a period of three (3) years in accordance with Public Contract Code section 2205. Bidder agrees that signing the DARFUR Contracting Act Certification Form shall constitute signature of this Certification.

CalSAWS M&O Services RFP #01-2022

Darfur Contracting Act Certification

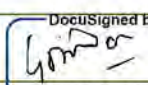
Pursuant to Public Contract Code section 10478, if a Bidder or Contractor currently or within the previous three years has had business activities or other operations outside of the United States, it must certify that it is not a "scrutinized" company as defined in Public Contract Code section 10476.

Therefore, to be eligible to submit a bid or Proposal, please complete only one of the following three paragraphs (via initials for Paragraph # 1 or Paragraph # 2, or via initials and certification for Paragraph # 3):

Initial	Attestation
	We do not currently have, or we have not had within the previous three years, business activities or other operations outside of the United States.
	We are a scrutinized company as defined in Public Contract Code section 10476, but we have received written permission from the Department of General Services (DGS) to submit a bid or Proposal pursuant to Public Contract Code section 10477(b). A copy of the written permission from DGS is included with our bid.
	We currently have, or we have had within the previous three years, business activities or other operations outside of the United States, but we certify below that we are not a scrutinized company as defined in Public Contract Code section 10476.

CERTIFICATION For # 3

I, the official named below, CERTIFY UNDER PENALTY OF PERJURY that I am duly authorized to legally bind the prospective Contractor/Bidder to the clause listed above in # 3. This certification is made under the laws of the State of California.

Contractor/ Firm Name	Accenture LLP		
By (Authorized Signature)	 <small>DocuSigned by:</small>		
Printed Name and Title of Person Signing	Gaurav Diwan, Managing Director, Accenture LLP <small>RF8709E434EB4A5</small>		
Date Executed	December 9, 2022	Executed in County of	Sacramento

11.2.2 Attachment G5 – Certificate of Firm Status

The Bidder shall attach either a copy of the Certificate of Status issued by California's Office of the Secretary of State, or a copy of the firm's active on-line status information downloaded from the California Business Portal Website. If the required documentation cannot be supplied, the Contractor must document an explanation.

Accenture Response:

As requested, we provide a copy of Certificate of Status issued by California's Office of the Secretary of State on the following page.

State of California
Secretary of State

**CERTIFICATE OF GOOD STANDING
FOREIGN LIMITED LIABILITY PARTNERSHIP**

I, SHIRLEY N. WEBER, PH.D., Secretary of State of the State of California, hereby certify:

That on the **28th day of November, 1995, ACCENTURE LLP**, a limited liability partnership organized and existing under the laws of **Illinois**, complied with the requirements of California law in effect on that date for the purpose of registering to transact intrastate business in the State of California;

That the above limited liability partnership is entitled to transact intrastate business in the State of California as of the date of this certificate subject, however, to any licensing requirements otherwise imposed by the laws of this state; and

That no information is available in this office on the financial condition, business activity or practices of this limited liability partnership.

IN WITNESS WHEREOF, I execute
this certificate and affix the Great Seal
of the State of California this day of
December 14, 2022.



A handwritten signature in black ink, appearing to read "Shirley N. Weber", is written over a horizontal line.

Shirley N. Weber, Ph.D.
Secretary of State

13.4 ATTACHMENT B4 – MAINTENANCE AND ENHANCEMENTS STATEMENT OF COMPLIANCE WITH REQUIREMENTS

By completing and signing this form the Bidder confirms that it:

- Read the individual M&E Requirements within the M&E Statement of Work, **Attachment B2 – Maintenance & Enhancements Requirements Matrix.**
- Understands each individual M&E Requirement.
- Agrees to comply with each individual M&E Requirement.

By completing and signing this form, the Bidder also acknowledges that SCRs will continue to be applied to CalSAWS during the process of conducting this solicitation and the Transition Phase of the resultant Contract and agrees to take responsibility of, and comply with, all M&E requirements at the time the incumbent Contractor ends or upon the request of the Consortium Executive Director or designee.

The Bidder shall complete and include this form in their response in accordance with Section 6 Proposal Format and Submission. Failure to sign this certification may result in the Proposal being deemed nonresponsive.

SIGNATURE & DATE	December 20, 2022	
NAME AND TITLE OF AUTHORIZED REPRESENTATIVE	Gaurav Diwan, Managing Director, Accenture LLP	
COMPANY NAME	Accenture LLP	
COMPANY ADDRESS	Accenture LLP 1610 R Street, Suite #240 Sacramento, CA 95811	

13.7 ATTACHMENT B7 – M&E EXCEPTIONS TO THE AGREEMENT

CONTRACTOR NAME Accenture LLP

ADDRESS 1610 R Street, Suite 240 Sacramento, CA 95811

TELEPHONE# (916) 719 - 9429 Email gaurav.diwan@accenture.com

I have reviewed the **RFP Attachment B6 – M&E Agreement** in its entirety and have the following exceptions: Please identify and list your exceptions by indicating the Section or Paragraph number, and Page number, as applicable. Be specific about your objections to content, language, or omissions. Add as many pages as required.

#	SECTION	PAGE #	ORIGINAL LANGUAGE	PROPOSED LANGUAGE	ANTICIPATED IMPACT TO STAFFING AND COST, AS APPLICABLE
1.	1	2	<p>In the event there is a conflict between the documents comprising the Agreement, including all exhibits to it, the following order of precedence shall apply:</p> <p>1.1 The terms and conditions in the body of this Agreement, which shall include all exhibits, which are hereby incorporated by reference.</p> <p>1.2 The RFP for ongoing M&E Services; and</p> <p>1.3 Contractor's Proposal submitted in response to the RFP.</p>	<p>In the event there is a conflict between the documents comprising the Agreement, including all exhibits to it, the following order of precedence shall apply:</p> <p>1.1 The terms and conditions in the body of this Agreement, which shall include all exhibits, which are hereby incorporated by reference.</p> <p>1.2 Contractor's Proposal submitted in response to the RFP; and</p> <p>1.3 The RFP for ongoing M&E Services.</p> <p>In the event of a contradiction, conflict or inconsistency between the Agreement and a later Consortium-</p>	Revised language allows optimized solution due to better clarification of scope and requirements

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				approved Deliverable, the contradiction, conflict, or inconsistency shall be resolved in favor of the latest Consortium-approved Deliverable, unless otherwise determined by Consortium.	
2.	2.22	5	Configuration Management - Consortium's process for maintaining the CalSAWS System in an optimal state and ensuring it performs in a manner consistent with Consortium expectations.	Configuration Management - Consortium's process for maintaining the CalSAWS System in an optimal state and ensuring it performs in a manner consistent with Consortium expectations all Specifications.	Revised language allows optimized solution due to appropriately-bounded standards
3.	2.35	6	Deficiency - A failure of a Deliverable or Service, or an omission, defect or deficiency in any such Deliverable or Service, which causes it not to conform to the Specifications or incorrect spelling, incorrect grammar, poor quality esthetics, poor quality of documentation, or similar failures in a Deliverable.	Add at the end: Deficiency shall not include any of the foregoing to the extent that they are the result of any of the following, as determined by Consortium Executive Director: (A) The negligent or intentional misuse of the CalSAWS System by a User. (B) The improper performance or non-performance of any hardware or software that Consortium procures from third party vendors and for which Contractor has no obligation to provide maintenance and support under this Agreement. (C) The negligent or intentional act of a User to modify, customize, or change the CalSAWS System without Contractor's prior written approval.	Revised language allows optimized solution due to reduction of uncertainty for matters outside Contractor control
4.	2.95	12 - 13	Specifications - The Documentation; all applicable County, State and	Specifications - The Documentation; all applicable County, State and	Revised language allows optimized solution due to

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			federal policies, laws, codes, regulations and guidelines; the RFP; the Proposal; DEDs; Acceptance Criteria; subsequent Deliverables which have received Acceptance; and other specifications and requirements as described in the Statement of Requirements, Exhibit B to this Agreement, if any; the Project Control Document (PCD); M&E Services Plan and Operational Work Documents (OWD).	federal policies, laws, codes, regulations and guidelines; the RFP; the Proposal; DEDs; Acceptance Criteria; subsequent Deliverables which have received Acceptance; and other specifications and requirements as described in the Statement of Requirements, Exhibit B to this Agreement, if any; the Project Control Document (PCD); M&E Services Plan and Operational Work Documents (OWD).	better definition of standards
5.	2.100	13	Subcontractor - A person, partnership, or company not in the employment of or owned by Contractor that is performing Services or assisting in the performance of Deliverables required by this Agreement under a separate agreement with or on behalf of Contractor.	Subcontractor - A person, partnership, or company not in the employment of or owned by or under common ownership with Contractor that is performing Services or assisting in the performance of Deliverables required by this Agreement under a separate agreement with or on behalf of Contractor.	Clarification
6.	5.2.17	29	M&E System Security Plan , which must be completed by providing responses to each of the NIST 800-53 controls contained in the System Security Plan template (from the NIST 800-53 moderate baseline).	M&E System Security Plan , which must be completed by providing responses to each of the NIST 800-53 (rev. 4) controls contained in the System Security Plan template (from the NIST 800-53 (rev. 4) moderate baseline).	Clarification
7.	5.4.2	33	In accordance with the review periods delineated in the M&E Service Plan, the Consortium will review each Deliverable to identify any deficiencies and determine whether the Deliverable conforms to its Acceptance Criteria.	In accordance with the review periods delineated in the M&E Service Plan, or within ten (10) working days if no review period is delineated, the Consortium will review each Deliverable to identify any deficiencies and determine	Revised language allows optimized solution based on increased certainty

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				whether the Deliverable conforms to its Acceptance Criteria.	
8.	6.3.4	46	During the term of this Agreement, the Consortium reserves the right to approve or disapprove Contractor's Staff, to approve or disapprove any proposed changes in such Staff, or to require the removal or reassignment of any Contractor or Subcontractor Staff found unacceptable by the Consortium, to the extent permitted by law.	During the term of this Agreement, the Consortium reserves the right to approve or disapprove Contractor's Staff in a timely manner , to approve or disapprove any proposed changes in such Staff in a timely manner , or to require the removal or reassignment of any Contractor or Subcontractor Staff found unacceptable by the Consortium, to the extent permitted by law.	Revised language will facilitate smoother delivery of services
9.	6.8	39 - 40	In addition, Consortium shall conduct reference checks on Contractor Staff proposed to be used on the Project, including all Subcontractors and their personnel, and the Consortium reserves the right in its sole discretion to reject any proposed Staff as a result of information produced by such reference checks or additional sources of information.	In addition, Consortium shall conduct reference checks on Contractor Staff Key Personnel proposed to be used on the Project, including all Subcontractors and their personnel, and the Consortium reserves the right in its sole discretion to reject any proposed Staff Key Personnel as a result of information produced by such reference checks or additional sources of information.	Revised language facilitates timely staffing and focuses on resources with prior client contact
10.	7.5	42 - 43	Consortium will hold back ten percent (10%) of each monthly invoice until Final Acceptance of Deliverables.	Consortium will hold back ten percent (10%) of each monthly invoice until Final Acceptance of Deliverables listed in Attachment 7.5 [these would be the Fixed Price Payment Deliverables].	Clarification
11.	8.1	44	The Consortium reserves the right to change any portion of the Deliverables or Services required under this Agreement and any other provisions of this Agreement. All such	Add at end: Additionally, any changes to Consortium policies that have a material impact on the Services will	Clarification as to process

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			changes shall be accomplished only as provided in this Section 8.	be addressed through the Change Order process.	
12.	10.2	47 - 48	<p>Consortium shall have full ownership of all Deliverables (of whatever nature) developed or contributed to by Contractor, in connection with the Project, excluding, however, any preexisting intellectual property contributed by Contractor and owned by it pursuant to Section 10.4 below. Contractor shall take all actions necessary to transfer ownership of the Project Deliverables to the Consortium. All Deliverables, in whole and in part, shall be deemed works made for hire of the Consortium for all purposes of copyright law, and all right, title and interest in and to copyright rights therein shall belong solely to the Consortium. To the extent that any Deliverable does not qualify as a work for hire under applicable law, and to the extent that the Deliverable includes materials subject to patent, trade secret, trademark or other proprietary right protection, Contractor agrees to assign, and hereby assigns, all right, title and interest in and to Deliverables, including without limitation all copyrights, inventions, patents, trade secrets, trademarks and other intellectual property and proprietary rights therein (including registrations in any U.S. or foreign jurisdiction and</p>	<p>Add at end:</p> <p>Commercially available hardware and software, including commercially available operating system software, utilities software, telecommunications software, middleware software, development tools, monitoring tools, performance tools, network management tools, relational database management software, knowledge base software, e-Learning software, and other commercial off-the-shelf software, and all related updates and documentation (such software, hardware and documentation are collectively referred to herein as "Commercially Available Software and Hardware") and all right, title, and interest therein and thereto, is not subject to the ownership provisions in this Section.</p> <p>Certain Commercially Available Software and Hardware provided or used under this Agreement is or may be owned by third parties (herein referred to as "Third Party Software and Hardware"). Contractor hereby represents and warrants: (i) that all of the Commercially Available Software and Hardware provided or used under this Agreement other than</p>	Revised language allows optimized cost for third party hardware and software

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			<p>any renewals thereof) to the Consortium. Contractor shall, at the expense of the Consortium, assist the Consortium or its nominees to obtain and register copyrights, trademarks, or patents for all Deliverables in the United States and any other countries. In the event a court of competent jurisdiction finds such an assignment to be unenforceable, Contractor agrees to provide Consortium with a non-exclusive license providing Consortium with all rights, title, and interest the assignment otherwise would have provided. Contractor agrees to execute all papers and to give all facts known to it necessary to register and secure United States or foreign country copyrights and patents, and to transfer or cause to transfer to the Consortium all the right, title and interest in and to the Project Deliverables. Contractor also agrees not to assert any moral rights under applicable law with regard to the Deliverables.</p>	<p>Third Party Software and Hardware is and shall remain the property of Contractor; (ii) that Contractor is and shall remain the owner of all right, title, and interest, including all copyrights, patents, and trade secret rights, in and to all Commercially Available Software and Hardware provided or used under this Agreement other than Third Party Software and Hardware; (iii) until transfer of the license or title to Consortium, Contractor is and shall remain a licensee or owner of all of the Third Party Software and Hardware and shall be fully authorized to provide to Consortium the Third Party Software and Hardware and all licenses or title (as applicable) and other rights therein and thereto for purposes of this Agreement, including the right of Contractor and Consortium to use and configure the Third Party Software and Hardware for the CalSAWS System; and (iv) that, for purposes of this Agreement, none of the Commercially Available Software and Hardware provided or used under this Agreement includes any Contractor Technology.</p> <p>During the term of this Agreement and upon the expiration or termination of this Agreement or Consortium-requested transfer of the</p>	

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				<p>Commercially Available Software and Hardware to Consortium or a Consortium-selected third party for Consortium's development, management, operations, and support, for each Commercially Available Software and Hardware component provided or used under this Agreement, Contractor shall either: (i) transfer to Consortium all Contractor's right, title, and interest in and to such Commercially Available Software and Hardware component at no additional cost to Consortium; or (ii) provide to Consortium a license to use, copy, modify, and sublicense such Commercially Available Software and Hardware component for Consortium purposes, and in all cases, such license shall be subject to approval by the Consortium Executive Director and shall permit Consortium's utilization of such Commercially Available Software and Hardware component for the development, management, operations, and support of the CalSAWS System. Consortium acknowledges and agrees that its rights to Third Party Software and Hardware, and the modifications and enhancements of the Third Party Software and Hardware, shall be determined and governed by the third-party licenses, transfer terms or other agreements for such Third Party</p>	

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				Software and Hardware. If Contractor is not able to negotiate a license for a Third Party Software and Hardware product that is consistent with the provisions of the first sentence of this paragraph, then prior to Contractor's use of such Third Party Software and Hardware product for the CalSAWS System, the Contractor Project Director shall notify and confer with the Consortium Executive Director to determine whether the license is acceptable to Consortium, whether Contractor shall take action to obtain a substitute product that is licensed on terms that are consistent with the foregoing provisions, or other solution to the issue as approved by the Consortium Executive Director.	
13.	11.1	49	Contractor represents, warrants, covenants, and agrees that all Deliverables will be provided, and shall meet all requirements, as set forth in this Agreement, including the Specifications and the M&E Services Plan, M&E Work Plan and OWDs. All Deliverables shall be complete, meet Specifications, adhere to the applicable DED, be provided timely as defined in the Work Plan, internally consistent, consistent with other related Deliverables, uniform in appearance, prepared by qualified personnel in accordance with standards, methods and	<p>Add at end:</p> <p>With regard to Third Party Software and Hardware, and without limiting any of Consortium's rights and remedies under this Agreement, Contractor does not provide any incremental, additional, or supplemental warranties; however, Contractor shall correct any and all Deficiencies in the CalSAWS System caused by Third Party Software and Hardware in accordance with Subparagraphs 11.3 (Correction of Deficiencies) and 11.4 (Warranty Work Response). Contractor shall use</p>	Revised language allows optimized cost for third party hardware and software

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			Acceptance criteria as defined in the applicable DED, and be free of Deficiencies. The warranty period shall be for the full term of this Agreement, including any Extended Term. All warranty work shall be at no additional cost to the Consortium during the term of this Agreement.	reasonable efforts to work with the manufacturer of Third Party Software and Hardware to correct Deficiencies in the CalSAWS System caused by such software or hardware or Contractor shall replace such software or hardware with other software or hardware that meets or exceeds the specifications of the software or hardware being replaced. In the event that Deficiencies in the CalSAWS System are caused by an intellectual property infringement claim, the root cause of which is due to Third Party Software and Hardware, Contractor shall use reasonable efforts to work with the manufacturer of the Third Party Software and Hardware to correct the Deficiencies. To the extent that Contractor's efforts do not result in a correction of the Deficiencies, Contractor shall, subject to the limit set forth in Subparagraph 14.7, either: (i) procure the right, by license or otherwise, for Consortium to continue to use the CalSAWS System or component thereof, to the same extent of Consortium's rights under this Agreement; or (ii) to the extent Contractor is unable to procure such right, replace or modify the CalSAWS System or component thereof with another system or component of equivalent quality and performance	

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				capabilities, in accordance with the Specifications.	
14.	11.2	49	Time is of the essence in connection with Contractor's performance of the Services according to the Consortium-approved Schedule.	Time is of the essence in connection with Contractor's performance of the Services delivery of any Deliverables noted as "Critical Deliverables" according to the Consortium-approved Schedule.	Revised language allows parties to focus on most critical matters
15.	11.4.1.1	50	For any Non-cosmetic Deficiency, determined to be high priority in accordance with this Section 11.4, Contractor shall immediately commence corrective action and either correct or implement an appropriate workaround for such Non-cosmetic Deficiency within twelve (12) hours of providing notice to, or receipt of, Notice from the Consortium.	For any Non-cosmetic Deficiency, determined to be high priority in accordance with this Section 11.4, Contractor shall immediately commence corrective action and either correct or implement an appropriate workaround for such Non-cosmetic Deficiency within twelve (12) hours of providing notice to, or receipt of, Notice from the Consortium based on availability of all necessary enablers or as otherwise set forth in the Defect Management Plan.	Revised language allows optimized solution due to clarity of underlying dependencies and opportunities for flexibility
16.	11.4.1.2	50	For any Non-cosmetic Deficiency, determined to be "normal priority" in accordance with this Subparagraph 11.4, Contractor shall either correct or implement an appropriate workaround for such Non-cosmetic Deficiency within a time period determined by the Consortium Executive Director, but in no event shall such time period be more than three (3) business days from Notice to, or receipt of Notice from, the Consortium.	For any Non-cosmetic Deficiency, determined to be "normal priority" in accordance with this Subparagraph 11.4, Contractor shall either correct or implement an appropriate workaround for such Non-cosmetic Deficiency within a time period determined by the Consortium Executive Director, but in no event shall such time period be more than three (3) business days from Notice to, or receipt of Notice from, the Consortium.	Revised language allows optimized solution due to efficiency in scheduling

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				Consortium or, if later, the next applicable major release.	
17.	11.4.1.3	50	For any Cosmetic Deficiency, Contractor shall correct such Cosmetic Deficiency within a time period determined by the Consortium Executive Director, but in no event shall such time period be more than twenty (20) working Days of providing notice to, or receipt of notice from, the Consortium.	For any Cosmetic Deficiency, Contractor shall correct such Cosmetic Deficiency within a time period determined by the Consortium Executive Director, but in no event shall such time period be more than twenty (20) working Days of providing notice to, or receipt of notice from, the Consortium or, if later, the next applicable major release.	Revised language allows optimized solution due to efficiency in scheduling
18.	11.6.4	52 - 53	In addition, Contractor shall be responsible for and shall indemnify the State, the Counties, the Consortium, and their officers, directors, employees, and agents against any fines, penalties, sanctions, or disallowances which are imposed on the Consortium or its member Counties, which arise from any Contractor noncompliance with the federal, State, or County laws, regulations, codes, policies and guidelines resulting from Contractor's or its Subcontractors' performance of their obligations.	In addition, Contractor shall be responsible for and shall indemnify the State, the Counties, the Consortium, and their officers, directors, employees, and agents against any fines, penalties, sanctions, or disallowances which are imposed on the Consortium or its member Counties, which arise from any Contractor noncompliance with the federal, State, or County laws, regulations, codes, and the policies set forth in the M&E Services Plan and Operational Working Documents, and guidelines resulting from in each case, as applicable to Contractor's or its Subcontractors' performance of their obligations.	Revised language allows optimized solution due to appropriately-clarified obligation
19.	11.6.5.1	53	Contractor is a corporation, validly existing and in good standing under the laws of the State of California and has all requisite power and	Contractor is a corporation partnership , validly existing and in good standing under the laws of the State of Illinois and California and has	Clarification

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			authority to execute, deliver and perform its obligations under this Agreement.	all requisite power and authority to execute, deliver and perform its obligations under this Agreement.	
20.	12.1	54	[Original language omitted due to length]	<p>Add at end:</p> <p>Contractor's obligation to indemnify Consortium Members or any other third party under this Agreement shall only be exercised through the Consortium and upon written demand by the Consortium. Any demand for indemnification by a Consortium Member, the State, or their respective officers, employees, or agents, shall be tendered to the Consortium, which shall have the authority to make the demand for indemnification to Contractor.</p>	Revised language allows optimized solution due to appropriately-clarified obligation
21.	13.2	55	In addition, in the event (a) Contractor fails to meet any of the requirements in the Service Level Agreements (SLAs), which are incorporated by reference into this Agreement, and as referenced in Section 13.3, (b) such failure is due to the non-performance of any Key Personnel, (c) the Consortium has notified Contractor that its failure to meet the requirements of any SLA is due to the non-performance of any Key Personnel; and (d) Contractor nonetheless chooses to retain the non-performing Key Personnel in his/her/their position on the Project,	<p>In addition, in the event (a) Contractor fails to meet any of the requirements in the Service Level Agreements (SLAs), which are incorporated by reference into this Agreement, and as referenced in Section 13.3, (b) the Parties agree that such failure is due to the non-performance of any Key Personnel, (c) the Consortium has notified Contractor that its failure to meet the requirements of any SLA is due to the non-performance of any Key Personnel; and (d c) Contractor nonetheless chooses to retain has not replaced the non-performing Key Personnel in his/her/their position on</p>	Revised language allows optimized solution due to more cooperative process

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			then the Liquidated Damages specified in Section 13.3 shall double.	the Project within four (4) weeks after such agreement , then the Liquidated Damages specified in Section 13.3 shall double.	
22.	13.3	56 - 58	Agreement does not include standard Service Level framework language	<p>Accenture seeks the opportunity to discuss with the Consortium an alternative service level framework that is aligned with industry leading practices and has proven acceptable to numerous government and commercial clients. Our guiding principle is to propose a framework that accomplishes the Consortium's business objectives in a cost-effective manner, and in our experience service level methodologies that are inconsistent with this industry standard framework create additional costs for clients which are not balanced with the necessary protection.</p> <p>Key elements of this framework would include:</p> <ul style="list-style-type: none"> - A maximum monthly at-risk amount consistent with industry standards - A common incentive, or Earn Back, where Accenture may earn back a service credit if performance is above the expected performance levels for three consecutive months following a default, incenting a quick fix to problems, and getting performance back to above average. 	Based on the outcome of this discussion and what (if any) elements of the standard service level framework are able to be incorporated into the Agreement, Accenture anticipates being able to reduce service charges

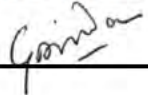
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				<ul style="list-style-type: none"> - A low-volume adjustment provision that recognizes a situation where an SLA that is not 100 percent "perfection" with very low monthly volume of associated items would present the potential for a failure to achieve the service level for a single item (incident, service request, etc.), resulting in a Service Level Credit. - A "double jeopardy" provision that recognizes a situation where a single incident results in the failure of Accenture to meet more than one Service Level. In this scenario, the Consortium would select only one of such Service Level Defaults for which the Consortium would receive Liquidated Damages. - After transition activities are complete, a Stabilization Period of three months to stabilize the service at the agreed upon expected performance levels for the following Service Levels that are new to CalSAWS service delivery: <ul style="list-style-type: none"> 12. Failure to Complete Access Control Audits 13. Security Information and Event Management System Update 14. Completion of Root Cause Analysis 15. Privileged Access Audit 16. Application Security Scans <p>During this Stabilization Period, Liquidated Damages would not be applicable.</p>	

#	SECTION	PAGE #	ORIGINAL LANGUAGE	PROPOSED LANGUAGE	ANTICIPATED IMPACT TO STAFFING AND COST, AS APPLICABLE
23.	14.7	60	FOR PURPOSES HEREOF, THE SPECIFIED PAYMENT REMEDIES SET FORTH IN SECTIONS 11.8, 14.3, 16.4, AND 19.24 OF THIS AGREEMENT AND DAMAGES ARISING FROM BREACH OF SECTION 15, CONFIDENTIAL DATA, SHALL NOT BE DEEMED CONSEQUENTIAL, INDIRECT, INCIDENTAL, EXEMPLARY OR PUNITIVE DAMAGES BUT RATHER SHALL BE SUBJECT TO SUBCLAUSE 14.7(i).	<p>FOR PURPOSES HEREOF, (A) THE SPECIFIED PAYMENT REMEDIES SET FORTH IN SECTIONS 11.8, 14.3, 16.4, AND 19.24 OF THIS AGREEMENT AND (B) DAMAGES ARISING FROM BREACH OF SECTION 15, CONFIDENTIAL DATA, AND (C) DAMAGES ARISING FROM BREACH OF CONTRACTOR'S OBLIGATIONS WITH RESPECT TO PERSONAL IDENTIFIABLE INFORMATION (PII), INCLUDING UNDER ANY INDEMNIFICATION OBLIGATIONS, SHALL NOT BE DEEMED CONSEQUENTIAL, INDIRECT, INCIDENTAL, EXEMPLARY OR PUNITIVE DAMAGES BUT RATHER SHALL BE SUBJECT TO SUBCLAUSE 14.7(i).</p> <p>Additionally, add at end:</p> <p>In the event of intellectual property infringement claims, the root causes of which are due to Third Party Software and Hardware, Contractor's liability for such claims shall not exceed the sum of Five Million Dollars (\$5,000,000), in the aggregate, including costs for correcting such infringement, indemnification, and damages. Notwithstanding any other provision of this Agreement, work performed by Contractor to correct any such infringement may be performed, at Contractor's option, using any of Contractor's global resources other than in any jurisdiction</p>	Revised language allows optimized solution due to addition of market-relevant limits and reduction of uncertainty for matters outside Contractor control

#	SECTION	PAGE #	ORIGINAL LANGUAGE	PROPOSED LANGUAGE	ANTICIPATED IMPACT TO STAFFING AND COST, AS APPLICABLE
				prohibited by Board policy or Board directive; or using other global resources as approved by Consortium Executive Director.	
24.	15.1	60 - 61	Contractor shall comply with, implement, adhere to and align with, track, and report on all applicable State, federal, and CalSAWS standards, regulations, guidelines and requirements in place as of the Execution Date.	<p>Contractor shall comply with, implement, adhere to and align with, track, and report on all applicable State, federal, and CalSAWS standards, regulations, guidelines and requirements in place as of the Execution Date January 4, 2023, as set forth in Exhibit [G], based on availability of all necessary enablers.</p> <p>Also, add at end:</p> <p>Any changes to the requirements in this Section that have a material impact on the Services will be addressed through the Change Order process.</p>	Revised language allows optimized solution due to reduction of uncertainty for matters outside Contractor control
25.	16.1	63	The minimum acceptable limits shall be as indicated below with no deductible except as indicated below:	The minimum acceptable limits shall be as indicated below with no and Contractor shall pay all deductibles except as indicated below:	Clarification
26.	16.2	64	The worker's compensation policy obtained by Contractor shall include the Counties, its boards, agencies, contractors, officers, employees, agents and volunteers, and the State, both individually and collectively, as additional named insureds under this policy.	The worker's compensation policy obtained by Contractor shall include the Counties, its boards, agencies, contractors, officers, employees, agents and volunteers, and the State, both individually and collectively, as additional named insureds under this policy.	Clarification
27.	19.3	71	Contractor may not assign or transfer this Agreement or any of its rights	Add at end:	Revised language allows optimized solution due to

#	SECTION	PAGE #	ORIGINAL LANGUAGE	PROPOSED LANGUAGE	ANTICIPATED IMPACT TO STAFFING AND COST, AS APPLICABLE
			hereunder, or delegate any of its duties hereunder, without the prior written consent of the Consortium's Executive Director. The Consortium may assign this Agreement to any governmental entity and may delegate their duties to such entity in whole or in part without the consent of Contractor. Any attempted assignment, transfer or delegation in contravention of this Section of the Agreement shall be null and void. This Agreement shall inure to the benefit of and be binding on the parties hereto and their permitted successors and assigns.	Notwithstanding any other provision of this Agreement, Contractor and Consortium do not intend, in any way, that any person or entity shall acquire any rights as a third-party beneficiary of this Agreement, except that this provision shall not be construed to diminish Contractor's indemnification obligations hereunder.	reduction of uncertainty for matters outside Contractor control

Name of Authorized Representative Gaurav Diwan

Signature of Authorized Representative 

Date January 3, 2023

13.8 ATTACHMENT B8 – M&E FIRM MANDATORY QUALIFICATIONS

The Bidder will complete the following tables detailing the firm's Minimum Experience for each Project to demonstrate the required experience. Provide the details of firm experience for the M&E Support Contractor relevant to the proposed M&E Support within at least the last 10 years.

Minimum Experience ME-F1	
At least three (3) years of Prime Contractor experience performing application maintenance and system modifications on two (2) Projects involving large and complex IT Systems, with one (1) of the Projects having been on an Eligibility/Case Management system or Health Care system. Each of the two (2) Projects must have been completed or ongoing within the last five (5) years.	
Project #1	Contact #1
Company Name: California Statewide Automated Welfare System (CalSAWS) Consortium	Contact Name: [REDACTED]
Project Name: California Statewide Automated Welfare System (CalSAWS) (prior project name was the LEADER Replacement System (LRS), which is now called CalSAWS)	Contact Title: [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year) LRS/CalSAWS November, 7, 2012 through April, 30, 2025	Address: [REDACTED] [REDACTED]
Contract Duration (months): 149 months	Phone Number: [REDACTED]
Contract Amount: LRS/CalSAWS \$1,425,495,842	Email: [REDACTED]
Describe the services provided:	
EXPERIENCE SUMMARY As of January 4, 2023, Accenture has 10 years of prime contractor experience performing application maintenance and system modifications for the CalSAWS Eligibility/Case management solution, a system that meets the definition of a large and complex IT system. The contract is ongoing, and therefore our experience on CalSAWS exceeds the requirement as one of the two projects needed for F1.	

PROJECT DESCRIPTION

CalSAWS is an integrated eligibility system built and operated by the CalSAWS Consortium on behalf of the 58 counties of California. CalSAWS supports the counties in administering public assistance programs in California, including cash assistance (CalWORKs/TANF), food assistance (CalFresh/SNAP), medical assistance (Medi-Cal/Medicaid), and other state and county-specific programs. The system first went live in 2015 in Los Angeles County, and at that time, it was known as the LEADER Replacement System (LRS). Migration from an on-premises data center to cloud hosting occurred on October 14, 2019.

Technical solution

CalSAWS is the most extensive integrated eligibility system in the United States and is hosted in the Amazon Web Services (AWS) cloud. Supporting over 10 million transactions daily, CalSAWS has more than 50 interfaces, six of which are real-time. The system is currently in production in 42 counties. The system is used by 18,500 internal users daily across 125 locations to support 11 million Californians who receive public assistance. CalSAWS issues more than \$1 billion in benefits each month. By October 2023, all 58 counties will have migrated to this platform. After all counties are migrated to CalSAWS, 41,000 internal users will use CalSAWS daily to support approximately 19 million Californians and issue approximately \$2 billion in benefits each month.

Services delivered

Accenture is one of six contractors responsible for CalSAWS and has the largest scope of work. Accenture's contract began in November 2012 and is ongoing through April 2025. As the prime contractor for systems integration and maintenance and operations (M&O), Accenture is responsible for application maintenance and system enhancements, and cloud-based operations including network engineering, cybersecurity vulnerability mitigations, capacity planning, performance testing and monitoring, and batch processing. Accenture supports hardware and software management, system engineering, data conversion, and project management. Accenture also supports the service desk (tiers 1, 2 and 3) using the Information Technology Infrastructure Library (ITIL) standards and framework.

Accenture is responsible for the core CalSAWS eligibility system, the analytics application, ForgeRock identity solution, contact center technologies, the Child Care Provider Portal, and kiosks/tablets in several county lobbies. The CalSAWS Consortium has separate prime contracts for the legacy system maintenance (CalWIN), cloud hosting, the public portal (BenefitsCal), imaging (SaaS contract), OCAT, GA/GR Correspondence solution, and print services.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

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.

ME-F1 EXPERIENCE DETAILS

Accenture has performed application maintenance and system modifications for CalSAWS since the beginning of the project in **November 2012, and these activities are ongoing. Accenture has been CalSAWS' successful partner a decade**—the only partner to migrate all 42 counties while simultaneously performing application maintenance and system modifications on the existing system.

Experience performing application maintenance and system modifications:

Since 2012, Accenture has provided application maintenance and system modifications for CalSAWS. This involves application maintenance requests, release management, and the technical change management processes. Prior to 2021, Accenture spent over 96,000 hours per year per system implementing system enhancements, ranging from annual COLAs, new and redesigned policies, and operational changes (e.g., updates to county warrant print layouts). Since the fall of 2021, the volume of changes has increased to over 180,000 annually—all while continuing with the DDI efforts and wave-based migration for the 18 CalWIN counties. In 2018, Accenture collaborated with Ernst & Young (formerly Cambria) to design, build, test and deploy near real-time APIs to integrate the new statewide Online CalWORKs Appraisal Tool (OCAT) with core CalSAWS and other SAWS systems. As the contractor for both CalSAWS and C-IV at the time, Accenture helped design a common API to accelerate delivery and leverage across both systems.

In the spring of 2020, the arrival of the global pandemic transformed the CalSAWS project overnight. Accenture successfully transitioned over 600 Accenture, Consortium, and other contractor staff to 100% remote and continued to hit all delivery commitments. In addition, Accenture reacted quickly to all Executive Orders issued by the Governor. In the space of several months, Accenture implemented over 100 changes in both the CalSAWS and C-IV systems to stop discontinuances, protect our most vulnerable Californians, and issue emergency benefits. Accenture did this by answering the call to standing side-by-side with the Consortium and being at the table with CDSS and DHCS policy makers. There were many sessions where Accenture was requested to quickly assess potential policies, automation impacts, and implementation timeframes. Many changes were discussed one day and implemented the next using iterative accelerated

delivery models like Release When Ready (RWR). Our deep knowledge of California policies, coupled with decades of automation experiences, helped facilitate this rapid deployment.

Also in 2020, Accenture collaborated with Deloitte to design, build, test, and deploy the new BenefitsCal portal. This new portal has a major reliance on data from the core CalSAWS portal. Over a dozen APIs were deployed to allow BenefitsCal to pull recipient data from core CalSAWS. Accenture also extended and enhanced the ForgeRock, Imaging, and Qlik solutions to support the BenefitsCal portal. This project was completed on an aggressive timeline and Accenture, as the Consortium's systems integrator, applied Agile delivery methods to meet the demands. Accenture did this in addition to the ongoing M&E work, DDI development, and testing for the 39 counties.

Accenture currently serves as the prime enhancements contractor for CalSAWS and delivers approximately 180,000 hours of system modification work annually. This work follows the Accenture Delivery Methods (ADM) across incremental releases that include Analysis, Design, Build, Testing, and Deployment phases. Accenture continues to make changes to the CalSAWS system to support ongoing program needs to align with State and federal policy and regulatory changes. Accenture continues to enhance the system to build in efficiencies and automation to reduce manual workload.

Project #2	Contact #2
Company Name: Centers for Medicare and Medicaid Services (CMS)	Contact Name: [REDACTED]
Project Name: HealthCare.gov/Federally Facilitated Marketplace (FFM) (including FFM, FFM Bridge and FFE)	Contact Title: [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year) January, 11, 2014 through January, 10, 2027	Address: [REDACTED] [REDACTED]
Contract Duration (months): 156 months	Phone Number: [REDACTED]
Contract Amount: HHSM-500-2014-00191C: \$198,111,211 HHSM-500-2015-00246C: \$842,454,559 HHSM-500-2016-00003I/75FCMC21F0001: \$205,006,767 HHSM-500-2016-00003I/75FCMC21F0002: \$322,884,001 Total: \$1,363,449,771	Email: [REDACTED]
Describe the services provided:	

EXPERIENCE SUMMARY

As of January 4, 2023, Accenture has eight years and 11 months of prime contractor experience performing application maintenance and system modifications for the HealthCare.gov eligibility solution, a system that meets the definition of a large and complex IT system. These activities are ongoing through January 10, 2027, and therefore our experience on HealthCare.gov exceeds the requirement as one of two projects needed for F1.

PROJECT DESCRIPTION

Through the 2010 Patient Protection and Affordable Care Act (ACA), new health insurance exchanges were created at both the state and federal levels. These exchanges are public-private marketplaces where Americans can securely shop for health insurance plans and apply for a tax subsidy simultaneously with multiple insurance companies. HealthCare.gov, the eligibility website for the federal exchange, is the front door for the Federally Facilitated Marketplace (FFM). Ancillary systems include FFM Bridge and Federally Facilitated Exchanges (FFE).

Technical solution

FFM is a cloud-based solution and uses a multi-tiered processing architecture, including a presentation tier optimized for multiple user interface platforms (such as laptops and mobile devices), an application tier, and a data tier. The system integrates with several COTS solutions (e.g., Salesforce and Interactive Voice Response (IVR)), which integrate with custom applications that are developed, deployed, and operated on Confluence and Red Hat software. The system was migrated to the Amazon Web Services (AWS) cloud platform in 2019 and has been running on that platform since then.

FFM connects with over 800 issuers enabling data sharing and claims processing in the cloud in compliance with CMS analytical algorithms. A feature of the FFM system is its innovative way of adapting to meet the unique needs of each of the 50 states through interfaces with **health insurance companies and the IRS. Some states use the system's full functionality, and others use the system solely for essential eligibility functions.** FFM consists of seven subsystems and has real-time integration with external systems (e.g., IRS, SSA, and DHS) to validate eligibility. FFM is utilized in multiple locations across the country annually by over 1,000 internal and 10 million external users to enroll in qualified health insurance plans.

Services delivered

A rescue of the website began in November 2013, and in January 2014, the federal government hired Accenture as the prime contractor for application maintenance, system modifications, cloud-based operations, project management, cybersecurity vulnerability mitigation, network and system engineering, capacity planning, performance testing and monitoring, and batch processing. In just six weeks, Accenture mobilized more than 500 skilled professionals to transition the system from the original vendor to Accenture at an unprecedented speed.

Working closely with the original vendor, Accenture quickly achieved CMS' objective to stabilize and enhance HealthCare.gov. A collaborative and comprehensive transition plan was created that mitigated the risk and enabled Accenture to begin hands-on delivery.

Within eight weeks, Accenture delivered significant technical enhancements to the website, stabilizing it during the peak of HealthCare.gov's initial enrollment period. This enabled millions of Americans to securely enroll in health insurance.

Accenture is responsible for stabilizing, securing, and improving the website, maintaining hardware/software, and developing additional systems and interfaces while managing maintenance and operations. In addition to providing issuers with a complete data processing environment, Accenture developed an innovative solution that each issuer owns and operates. The FFM modernization projects for HealthCare.gov include Accenture as the prime contractor, four other vendors responsible for different areas of the system, contractors in all 50 states, insurance companies, and the IRS.

The FFM Service Desk, a multi-tier service desk, is managed and operated by Accenture in partnership with CMS. CMS is responsible for Tier 1 support. Accenture is responsible for Tier 2 and Tier 3 support using the Information Technology Infrastructure Library (ITIL) standards and framework. Additional support services include security, maintenance, and system interoperability. More than 50,000 issues were triaged and resolved by the FFM Service Desk between 2015 and 2022.

Accenture has successfully operated through seven open and special enrollment periods in collaboration with CMS and other FFM stakeholders to support 45 million enrollments and \$200 billion in total payments since 2015. Accenture's contract has been renewed three times and is ongoing through January 10, 2027.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

1. Integrates with at least two applications, one of which is a COTS: FFM consists of seven subsystems that interface with each other and integrate with external systems including COTS packages like Salesforce with custom-developed components built and deployed **upon software by Confluence and Red Hat**. FFM's seven subsystems include Eligibility and Enrollment, Stand-Alone Eligibility, Plan Management, Financial Management, Marketplace Consumer Record, Insurance Enrollment System and the Document Storage and Retrieval System.
2. Interfaces with at least five external systems, at least one of which is real-time: FFM interfaces with internal CMS components and systems external to CMS, including 27 state systems to support account transfers. FFM has real-time integrations with IRS, SSA, and DHS systems to validate eligibility via the CMS HUB. For issuer support, the System Exchange Enrollment Data application integrates with FFM. For eligibility support, the Eligibility Support system integrates with FFM for DMI/SVI adjudication. The Eligibility Support Desktop Change Utility Tool integrates with FFM to assist with appeals and eligibility determinations of consumers. The Next Generation Desktop integrates with the FFM for call center support. For issuer payment, it interacts with CMS' HIGLAS general ledger and payment system.
3. Is accessed by at least 1,000 users at multiple locations: FFM is used by over 1,000 internal users and 10 million consumers annually to enroll in qualified health insurance plans across 34 states.
4. Has a contract value of at least \$10,000,000 dollars: The FFM contract value is \$1.36 billion over 13 years.

5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The FFM solution includes multi-tiered processing, including online, API-based, and batch processing, with data integration for internal and external partners. FFM is highly tuned to support evolving consumer needs—the customer facing front-end is optimized for multiple user interface platforms. Accenture conducts significant performance testing and tuning in close collaboration with CMS to ensure FFM is aligned with CMS' objectives for each open enrollment period.

ME-F1 EXPERIENCE DETAILS

Accenture has been performing application maintenance and system modifications as the prime contractor for CMS since the beginning of the project in January 2014.

Application maintenance and system modifications

The application maintenance services we provide for CMS are similar in scope to the M&E services we provide for CalSAWS. This involves application maintenance requests, release management, and the technical change management processes. Accenture provides over 20,000 hours per year implementing system enhancements ranging from operational improvements to technical maintenance (e.g., patching applications).

Accenture maintains a robust suite of monitoring tools and dashboards including automated paging software, detailed transaction log information, and interactive chat tools. We proactively identify functional and operational discrepancies as part of our dedication to continuous improvement, saving time and reducing costs by not having to fix these issues later. Accenture's rapid delivery was the result of leveraging an Agile delivery method, a cloud native architecture, and automated DevOps processes. Accenture continuously supports CMS' identification, triaging, and remediation of emerging external vendor issues to minimize FFM consumer, stakeholder, and operational impacts (e.g., release delays or quality concerns, application/enrollment blockers). Accenture developed a client-facing ad hoc query tool used by CMS to pull eligibility and policy data in near real-time. This provides a self-service capability for ad hoc data requests. The Accenture team delivers ad hoc reports to CMS upon request if the information cannot be accessed through the client-facing ad hoc query tool.

Project #3	Contact #3
Company Name: State of Ohio, Department of Administrative Services (DAS)	Contact Name: [REDACTED]
Project Name: Ohio Benefits	Contact Title: [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year) February, 20, 2013 through June, 30, 2023	Address: [REDACTED] [REDACTED] [REDACTED]

Contract Duration (months): 124 months	Phone Number:
Contract Amount: \$530,000,000	Email:
<p>Describe the services provided:</p> <p>EXPERIENCE SUMMARY</p> <p>As of January 4, 2023, Accenture has over nine years of prime contractor experience performing application maintenance and system modifications for the Ohio Benefits Eligibility/Case management solution, a system that meets the definition of a large and complex IT Eligibility/Case Management system. Our experience on Ohio Benefits exceeds the requirement stated in F1.</p> <p>PROJECT DESCRIPTION</p> <p>The Ohio Benefits program is a mature enterprise system that streamlines health and human services program delivery through standardized business processes which improve client outcomes. Ohio Benefits was initiated in 2012 to transform Ohio's enterprise integrated eligibility and health and human services system. It was designed to replace the 30-year-old Client Registry Information System, Enhanced (CRIS-E). The primary function of CRIS-E was benefit eligibility determination for beneficiaries of the Ohio Department of Job and Family Services (ODJFS) and Ohio Department of Medicaid (ODM) programs.</p> <p>Ohio Benefits first went live in October 2013, and currently supports eligibility determination and benefit distribution for the State's Medicaid (including CHIP), SNAP (including P-EBT), Cash (including Temporary Assistance for Needy Families (TANF) and Refugee Cash Assistance), and Child Care programs. Ohio Benefits supports over 3 million residents and is used by over 10,000 county users across multiple locations in 88 counties.</p> <p>Technical solution</p> <p>Ohio Benefits integrates multiple COTS products including the Accenture Public Service Platform, IBM Cognos, Informatica Master Data Management, Adobe Experience Manager, and Tableau. Accenture implemented and supported Ohio Benefits with an innovative and scalable infrastructure designed for high availability, stability, and performance using Oracle's Private Cloud platform. Accenture implemented Oracle Linux virtual servers, Oracle databases, a series of Oracle Middleware products, and other software on this platform. Over time, Accenture implemented five key portals for the program: Citizen Self-Service Portal, Worker Portal, Provider Portal, Presumptive Eligibility/Deemed Newborn Portal, and Business Intelligence (BI) Portal.</p>	

The system supports integration with 47 state, agency, and other external interface partners and systems, including approximately 85 data exchanges (both real-time web services and file-based transfers). Interface partners include federal agencies such as the SSA, CMS, DHS, and IRS. Seven million real-time transactions are exchanged each month with various interface partners.

Benefit issuance data is transmitted to SNAP and Cash issuance contractors to deliver more than \$2.25 billion in annual SNAP payments, more than \$180 million in annual Cash payments, and over \$1 billion in P-EBT benefits since the beginning of the COVID-19 public health emergency. Real-time data is exchanged with the State's MMIS system, MITs, to support Medicaid service delivery for more than 3 million Ohioans. The system is architected for multi-tiered processing, including a user-facing front end designed to adapt to multiple user interface platforms (e.g., laptops, phones, and tablets).

Services delivered

In February 2013, Accenture was awarded the contract for Design, Development, and Implementation (DDI) for implementing the Medicaid, SNAP, TANF, and Child Care programs into Ohio Benefits and subsequent M&O services to support the administration of programs in the production environment. Accenture has served as the prime contractor for this project since inception, and the current contract ends in June 2023.

Accenture's infrastructure support for Ohio Benefits includes operations, performance testing, performance monitoring, security, network engineering, cybersecurity vulnerability testing and mitigation, capacity planning, and managing hardware and software. Accenture's application M&O support includes application maintenance, system modifications, system engineering, capacity planning, performance testing, performance monitoring, batch processing, data conversion, and project management.

Accenture also supports the Ohio Benefits solution via a multi-tier service desk (tiers 1, 2, and 3) using the Information Technology Infrastructure Library (ITIL) standards and framework. Accenture is responsible for all phases of the enhancement software development lifecycle, including Analysis, Design, Development (Build) and Test, User Acceptance, Deployment, and Post-Deployment.

Accenture partners with multiple contractors on the program, including Deloitte for organizational change management services, Northwoods for electronic document management services, and Cincinnati Bell (CBTS) for computer telephony integration and interactive voice response services.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

1. Integrates with at least two applications, one of which is a COTS: Ohio Benefits is based on multiple COTS products including the Accenture Public Service Platform, IBM Cognos, Informatica Master Data Management, Adobe Experience Manager, and Tableau. **Ohio Benefits runs on dedicated infrastructure leveraging Oracle's private-cloud platform:** Oracle Exadata systems, Oracle Private Cloud Appliances, and Oracle ZFS storage, along with other third-party hardware security and operations components such as Micro Focus ArcSight and Veritas NetBackup.
2. Interfaces with at least five external systems, at least one of which is real-time: Ohio Benefits implements 85+ interfaces across 47 partners, including both State and Federal partners, such as the IRS, SSA, Accuity (Asset Verification – real-time), Central Print, Ohio

- Department of Health and Human Services (public assistance reporting), and Ohio Department of Developmental Disabilities (waiver eligibility information), among other partners. Batch and real-time interfaces are implemented leveraging Axway API gateway.
3. **Is accessed by at least 1,000 users at multiple locations:** Ohio Benefits supports over three million residents, and over 120,000 users access it across multiple locations.
 4. **Has a contract value of at least \$10,000,000 dollars:** The Ohio Benefits contract value is over \$530 million.
 5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** Ohio Benefits includes multi-tiered processing with a mobile-friendly, customer-facing front end for Self Service Portal (SSP) for Ohio residents.

ME-F1 EXPERIENCE DETAILS

Accenture has been performing application maintenance and system modifications for Ohio Benefits since the program began in February 2013, and these activities are ongoing through June 30, 2023. Ohio Benefits is an Eligibility/Case management solution for the State of Ohio.

Application maintenance

Accenture has been performing application maintenance for Ohio Benefits on an ongoing basis for over nine years. This involves application maintenance requests, release management, and the technical change management processes.

System modifications

We have been responsible for modifications to the system on an ongoing basis for over nine years. The scope of our system modifications services is similar to our enhancements work under M&E for CalSAWS. System change requests are sequenced into releases and submitted through a technical change management process. System modifications include annual business rule updates, redesigned processes, and functional changes (e.g., enhancing workflows). Our enhancements incorporate new policy implementations, ongoing performance improvements, and user interface updates based on human-centered design feedback. Accenture provides over 50,000 hours annually implementing system enhancements, ranging from operational improvements to technical maintenance (e.g., patching applications).

Project #4	Contact #4
Company Name: U.S. Department of Education, Office of Federal Student Aid	Contact Name: [REDACTED]
Project Name: Common Origination and Disbursement (COD) System Re-Architecture & AWS GovCloud Migration	Contact Title: [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year)	Address: [REDACTED] [REDACTED]

Original COD contract March, 1, 2006 through September, 30, 2015 Current TIVOD/COD contract March, 1, 2015 through January, 31, 2025	[REDACTED]
Contract Duration (months): 227 months	Phone Number: [REDACTED]
Contract Amount: \$1,391,853,258	Email: [REDACTED]
<p>Describe the services provided:</p> <p>EXPERIENCE SUMMARY</p> <p>As of January 4, 2023, Accenture has over 16 years of experience with application maintenance and system modifications for the COD project, an AWS Cloud migration for the U.S. financial aid eligibility system. The COD is a system that meets the definition of a large and complex IT system. Application maintenance and system modification activities are ongoing through January 31, 2025. Therefore, our experience on COD alone exceeds the requirement stated in F1.</p> <p>PROJECT DESCRIPTION</p> <p>Common Origination and Disbursement (COD) is the U.S. Department of Education's Office of Federal Student Aid's (FSA) suite of applications to determine eligibility for federal, post-secondary financial aid. Launched in 2003 as a mainframe-based solution, the system processes approximately 30 million award originations and approximately 60 million disbursements, totaling nearly \$145 billion in aid annually. To support this financial aid processing, COD includes three websites that provide online services to financial aid recipients and their families, staff at post-secondary institutions, and thousands of FSA employees. Over 111,000 users from a variety of locations, access these websites. The system has 390 active FSA (internal) users. To enable cost savings, improve agility, and enhance the security posture, Accenture was hired as the prime contractor to modernize COD by re-architecting it to run on a fully automated, modern technology stack and host it on a FedRAMP authorized cloud service provider.</p> <p>Technical solution and services delivered</p> <p>The hosting transition occurred in 2015 to establish the DevSecOps platform vision of accommodating the change flexibility and pace expected by the contract. The resulting platform allowed a greater percentage of the available budget to be delivered directly to aid recipients, reducing administrative and operational costs for the federal aid programs, and more securely stored the information of its 83 million unique customers' PII. The realization of the updated platform provided the initial building blocks to enable the transition to AWS GovCloud in 2018. After the re-architecture, the platform evolved to include industry-leading, innovative technologies for development, operations, and execution architecture.</p>	

These changes accommodated the pace of growth, expansion, and maintenance from 40 to more than 80 applications. This effort established a fully automated and serverless compute architecture with a focus on DevOps enablement. The migration to AWS transitioned all core components within a single weekend. The platform which originally supported four test environments has since scaled to support more than 40 test environments. Following the successful transition, Accenture assumed website hosting responsibilities from a client-contracted third-party contractor for StudentLoans.gov and ATS (two public-facing websites), to complete annual transactions. Accenture also rebuilt ~50 school reports, ~400 client reports/queries, and internal operations reports and dashboards to utilize the new reporting data store.

Accenture's cloud-based operations activities included network and system engineering, cybersecurity vulnerability mitigations, capacity planning, performance testing, and performance monitoring. Accenture has over 16 years of experience performing application maintenance, system modifications, batch processing, hardware and software management, data conversion, project management, and service desk activities at COD. Our service desk activities include Information Technology Infrastructure Library (ITIL) standards and framework, supporting Tiers 1, 2, and 3 service desks/help desks, security, maintenance, and interoperability, with services continuing through January 2025 under the current contract.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

1. Integrates with at least two applications, one of which is a COTS: COD is comprised of multiple integrated application components. Its multi-tiered architecture includes front-end applications optimized for a variety of user interface platforms. It integrates with Oracle Service Cloud and the CRM tool, a COTS product, and with AWS GovCloud.
2. Interfaces with at least five external systems, at least one of which is real-time: The COD back-end data tier is designed to be highly fault-tolerant and interfaces and exchanges with many external systems including the following:
 - Credit check – real time interface to credit bureaus (Equifax and Transunion) to confirm eligibility for a Grad PLUS or Parent PLUS loan
 - National Student Loan Data System (NSLDS)
 - National Enterprise Data Management and Analytics Platform Services (EDMAPS) – data lake and Person Master Data Management (pMDM) system for all student loan information
 - StudentAid.gov
 - PartnerConnect.ed.gov
 - Personal Authentication Service (PAS)
 - e-App – system that manages eligibility for participation in Title IV student aid
3. Is accessed by at least 1,000 users at multiple locations: 110,000 website users access COD in multiple locations. It contains 83 million client records and is the largest student aid system in the country.
4. Has a contract value of at least \$10,000,000 dollars: The contract value through option year 5 (2025) is \$1,391,853,258.

5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms: The COD solution includes multi-tiered processing, including a customer-facing front-end optimized for multiple user interface platforms, such as tablets and mobile devices.

ME-F1 EXPERIENCE DETAILS

Common Origination and Disbursement (COD) is the U.S. Department of Education's Office of Federal Student Aid's (FSA) suite of applications to determine eligibility for federal, post-secondary financial aid. Accenture has been performing application maintenance and system modifications since the beginning of the COD project in March 2006. To incorporate industry-leading technologies for **development, operations, and execution architecture**, the COD platform needed to evolve. Accenture's application maintenance and system modifications accommodated the pace of growth, expansion, and maintenance of 80 applications. This effort included the establishment of a fully automated and containerized development architecture with a focus on DevOps enablement.

Application maintenance:

Accenture's DevOps approach emphasized consistent and controlled environment configuration management as a means of mitigating delivery risk with a complex set of applications and managing fast paced, overlapping release schedules. This was achieved through a fully automated and serverless compute architecture, the use of Red Hat Ansible, and a highly flexible configuration management database (CMDB). Ansible, which is tightly integrated with the CMDB, manages container creation, environment creation/maintenance, software installation/configuration, application configuration, and application deployment. It is integrated with Jenkins, Maven, and Nexus to fully automate the continuous deployment pipeline. The continuous integration and deployment pipeline also made use of Datical to automate the deployment of database changes and the CMDB to deploy environment specific configuration items. As a result, during peak development periods, this architecture accommodates over 500 builds and 100 deployments per day with application deployments requiring minutes to complete. The implementation supports 30 to 40 container-based environments.

The applications were decomposed to container services that each serve specific areas of functionality and can be scaled independently, in a similar posture to a traditional micro-service architecture model. The applications were adapted to ingest key/value properties and configuration data in each pod/container to increase configurability and overall solution scalability. This enabled us to pivot quicker to customer demand while also reducing our time to respond to operational concerns. Over time, smaller application bundles have used this containerized architecture to build smaller and more targeted container workloads in a DevOps-centric operating model. The COD AWS migration relied on the transfer from a mainframe to midrange architecture with the move to COD2. Thereafter, we relocated the system to a microservices architecture. Application maintenance at COD also includes defect resolution. In the last year, 40 defects were resolved, or three defects per month.

System modifications

To implement system changes, we follow an approval process governed by COD's Change Control Board (CCB), comprised of product owners (clients) and supported by Accenture as the prime contractor. The COD CCB is responsible for reviewing and approving all changes and defects submitted for the COD system. The COD CCB reviews change requests/defect reports and the related impact

analysis of the proposed changes, determines which changes are approved to advance, and communicates directives to the affected parties. COD responds to a variety of change requests originating from both the client and governmental policy updates, including those necessary to support COVID-19 loan repayment deferment and the Debt Relief executive order.

Once the baseline requirements and design are carefully reviewed and approved, the project leverages the configuration control process to implement the change. A configuration control process allows changes to be tracked, accepted, and reported upon and details the change requirements as well as potential or real impacts. Configuration control processes are used to manage and control the Partner Connect system and associated revisions, spanning the lifecycle of the system. The major areas of configuration control are change management, release management, and configuration source control. These processes are integrated together to provide system changes oversight and to ensure the integrity and security of configuration items during the development and deployment of releases.

Changes approved through the change management process, as defined by the CCB, proceed to release management to be controlled by configuration source control. All changes must be approved via the change management process and added to the contract before being approved by the CCB. Release management includes requirements and design, build, test, user acceptance testing, production approval, implementation in production, and production readiness review. We incorporate user experience design principles into our web delivery and design process to enable rapid completion of core user activities. COD typically supports bi-monthly releases with the ability to support any ad hoc changes that are requested, specifically involving security or legislative changes.

Change requests will be categorized in change management and have managed associated configuration changes through configuration source control. The deployment of those managed change requests to Production will be managed by release management and are categorized and aligned to major technical components.

Project #5	Contact #5
Company Name: U.S. Department of Treasury Internal Revenue Service	Contact Name: [REDACTED]
Project Name: Integrated Enterprise Portal (IEP) 1.5 Program	Contact Title: [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year) IEP 1.0 May, 19, 2011 through May, 18, 2017 IEP 1.5 February, 15, 2017 through February, 14, 2025	Address: [REDACTED] [REDACTED] [REDACTED]
Contract Duration (months): 164 months	Phone Number: [REDACTED]
Contract Amount: Exceeds \$1,000,000,000	Email: [REDACTED]

Describe the services provided:

EXPERIENCE SUMMARY

As of January 4, 2023, Accenture has 10 years and three months of prime contractor experience performing application maintenance and system modifications for the Federal Treasury IEP solution, a system that meets the definition of a large and complex IT system. While not an eligibility system, IEP is the digital front door to all the IRS backend systems.

PROJECT DESCRIPTION

The IEP 1.5 Program is the digital front door to the Internal Revenue Service's (IRS) backend systems and provides technology services to thousands of internal and external users. It is mission critical in securely serving taxpayers, tax preparers, and employees. By continuously improving and innovating its platforms and applications through the IEP 1.5 Program, the IRS is sustaining its infrastructure and applications, expanding capabilities, and increasing resiliency.

Initially transitioning two portals from another contractor, Accenture's involvement with the IEP began in May 2011 on the IEP 1.0 Program. In February 2017, Accenture partnered with the IRS on the IEP 1.5 Program to perform maintenance and operations of its infrastructure and applications.

Technical solution

A key component of the IEP 1.5 infrastructure is its ability to deliver a scalable, elastic infrastructure using cloud-based services. The IEP infrastructure is designed to support iterative transformation without service disruption. IEP 1.5 encompasses the following systems and domains:

- Public User Portal (PUP – IRS.gov)
- Registered User Portal (RUP)
- Employee User Portal (EUP)
- Portal Account Replacement Tool (PART)
- Affordable Care Act Transactional Portal Environment (ACA-TPE)
- Certified Professional Employer Organization (CPEO) & 501(c)(4) Online Registration System
- Field Assistance Scheduling Tool (FAST)
- 90+ managed applications
- 3,500+ servers

The IEP features a multi-tiered processing architecture, including three user portals optimized for multiple user interface platforms (e.g., laptops and mobile devices). As part of the IEP solution, Accenture integrated over 90 applications, including ServiceNow and CPEO

Versa, both of which are COTS applications. Accenture has also integrated five external systems, including the Affordable Care Act (ACA) Application-to-Application (A2A) Transactional Portal Environment, Modernized eFile (MeF), Secure Access Digital Identity (SADI), Online Account/WebApps, and eServices real-time. These applications support real-time data access for taxpayers and other transmitters.

The modernized system is accessed by over 1,000 internal users from multiple locations. During the 2021 filing season (February 12 to May 17, 2021), there were 767.1 million total site visits (from internal and external users) to IRS.gov and 2.02 billion page views on the site. The peak day was March 15, 2021, when 37.3 million visited the site and 88.1 million pages were viewed.

Services delivered

As the prime contractor, Accenture uses AWS cloud services for production applications and manages more than 40 public applications. Accenture is responsible for system modifications, hardware/software, project management, and cloud-based operations activities such as network and system engineering, cybersecurity vulnerability mitigation, capacity planning, performance testing and monitoring, and batch processing. Accenture also supports security, maintenance, and interoperability. The large and complex Federal Treasury IEP Program contract value exceeds \$1 billion and is ongoing through February 2025.

Using the Information Technology Infrastructure Library (ITIL) as the service desk framework, Accenture provides Tier 1 and Tier 2 service desk support for the IEP non-production environments. The IEP service desk supports request fulfillment, incident management, problem management, and asset management. Additionally, the IEP service desk provides initial support for all IEP-related incidents, including opening tickets in the ITSM system to coordinate with other IRS organizations for incidents outside of the IEP purview.

Accenture created the IRS.gov website Help Desk, which serves as a "first aid station" for IRS.gov website questions such as navigation of IRS content and forms retrieval. The IRS.gov website Help Desk is a complementary service to the IRS toll-free tax assistance line. Accenture successfully delivered the IRS.gov website Help Desk for the IRS for 15 years and acted as the front door for many IRS.gov website visitors in their interactions with IRS.

Accenture collaborates in a multi-contractor environment with five other contractors responsible for different areas of the IEP. Accenture works with contractors such as Leidos, Deloitte, and Booz Allen to manage and maintain the IRS' infrastructure and coordinate the five legislatively mandated applications currently under development in the IEP's AWS-managed service cloud (two of which are Accenture-managed). Accenture is currently migrating legislatively mandated applications to the cloud and is expected to complete the migration of the remaining applications by January 2023.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

- Integrates with at least two applications, one of which is a COTS: The IEP solution integrates with over 90 applications. ServiceNow and CPEO Versa are two of the top COTS applications. In addition, PART is a care act identity management COTS product and FAST is the ServiceNow COTS product.
- Interfaces with at least five external systems, at least one of which is real-time: The IEP solution interfaces with more than five external systems, hosted by Health and Human Services for Medicare & Medicaid Services (HHS CMS) and IRS back-end systems. The

applications include but are not limited to the Affordable Care Act (ACA) Application-to-Application (A2A) Transactional Portal Environment, Modernized eFile (MeF), Secure Access Digital Identity (SADI), Online Account/WebApps, and eServices real-time. These applications support real-time data access for taxpayers and other transmitters.

- Is accessed by at least 1,000 users at multiple locations: The IEP solution is accessed by more than 1,000 users at multiple locations. The PUP—the IRS external or internet portal, IRS.gov, that allows unrestricted public access to non-sensitive materials and applications had 2.02 billion page views and 767.1 million total visits during the 2021 filing season (February 12–May 17, 2021).
- Has a contract value of at least \$10,000,000 dollars: The IEP solution contract value exceeds \$1 billion.
- Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms: The IEP solution features multi-tiered processing, including a customer or user facing front-end optimized for multiple user interface platforms. There are three main portals: PUP, registered user portal, and employee user portal. The ACA Application-to-Application (A2A) is a core interface.

ME-F1 EXPERIENCE DETAILS

Accenture has been the prime contractor performing application maintenance and system modifications for Federal Treasury IEP since September 2012, and these activities are ongoing through February 14, 2025.

Application maintenance

Accenture uses AWS cloud for production applications and manages application outsourcing (AO) for more than 40 public applications. Portal Application Services maintains applications for the PUP, RUP, EUP, ACA, and FATCA. The IEP 1.5 team supports two classifications of IEP applications: applications that are built and managed by Accenture, and third-party developed applications built and managed by other IRS groups but hosted on the IEP. Our infrastructure, maintenance, and enhancement teams deliver application integration, maintenance, and break/fix support for the Accenture-developed and maintained applications within the IEP. Through regular maintenance and break/fix support, our teams keep these applications operational and running per the requirements for each application. The Accenture team also provides deployment and auxiliary and browser testing support for third-party developed PUP applications. We work with the Monitoring and Infrastructure teams to maintain application availability within the defined service level objectives (SLOs).

Accenture has dedicated teams of developers and testers to support the ongoing maintenance for PUP and ACA application operation and maintenance (O&M) support. Our teams are structured to have cross team disciplines like development and testing while also building on our knowledge and experience within these functional domains.

The IEP 1.5 team uses a service delivery management (SDM) function for each portal to act as the entry point for the IRS application owners into other Accenture managed areas such as the Infrastructure and Monitoring teams. The team represents them and the applications to help coordinate the resolution of any issues, problems, or service requests. The SDM provides the overall relationship management for operational service delivery activities and manages end-to-end service ownership. Service delivery staff meet with IRS

regularly, follow up on escalations, drive proactive problem management, produce service level management (SLM) and availability management reports, and focus on continual improvement of services. Some successes of the program include:

- Expanded automated virtual machine (VM) workflow and application environment deployment
- Implemented an Application Performance Monitoring (APM) tool in the IEP
- Acceptable Quality Level (AQL) since the inception of the program:
 - Average P1 incident time to respond SLA is 15 minutes or less; our average is less than six minutes.
 - Average P2 incident time to respond SLA is one hour or less; our average is less than seven minutes.
 - Average P1 incident resolution time SLA is within four hours; our average is less than three hours.
 - Average P2 incident resolution time SLA is within eight hours; our average is less than four hours.
 - 95% of P1 or P2 problem management tickets assigned to Accenture shall be closed within 176 calendar days to meet SLA; we exceeded this AQL with a score of 100%.
- Amount of time between when Accenture becomes aware of an incident and when contractor notifies IRS:
 - Average P1 SLA of 15 minutes or less; our average is less than 1 minute.
 - Average P2 SLA of 1 hour or less; our average is less than 4 minutes.

System modifications

Accenture supports the Agile and DevOps tools used for configuration management, issue tracking, and performs automatic code deployments for managed applications. The IEP O&M team provides the operations and support of the DevOps suite. Support includes troubleshooting, architectural support, minor fixes, and continuous improvements. Accenture creates and maintains the code deployment jobs to promote code through the integrated development environment as well as the connectivity to the cloud hosting platform for code deployment. Accenture also makes continuous improvements and small operational enhancements to the IEP automation engine including to DevOps tools. The DevOps tools contain support for the following:

- Continuous integration
- Artifact management
- Agile project management
- Automated application builds
- Automated testing
- Integration with security tools
- Code unit test coverage
- Code quality metrics for Accenture managed applications in the IEP

Applications transition to serverless cloud

Starting with the COVID-19 Screening Tool, and continuing through the Earned Income Tax Assistant, Sales Tax Deduction Calculator, and Free File redesigns, Accenture has transitioned several PUP applications using an Agile methodology from the traditional application server to leverage cloud native technologies, reducing the standard virtual machine footprint, taking advantage of cloud scaling capabilities, and reducing effort required for patching and server configuration hardening. This approach has continued with the Documentation Upload Tool.

Increased front-end network performance improvements

In response to the dramatic increase in traffic associated with the rollout of Get My Payment Application (GMP) 1.0 and the corresponding 2020 tax season, Accenture was able to upgrade circuit connectivity to include 1 Gbps connections for the frontend to support the influx of traffic. This major improvement for the network required late night datacenter work to upgrade firewalls to support the new increase in bandwidth. This work was done at both datacenters under an emergency CR to ensure GMP and other traffic increases associated with tax season were uninterrupted. As part of this effort, Accenture coordinated with IRS, DHS, and the telecom providers to establish Telecommunications Service Priority status for the IEP to support deployment of new circuits in hours/days versus the typical weeks/months. From an application development perspective, the Documentation Upload Tool went from idea to production ready in just over 1.5 months, including security and user acceptance testing.

Minimum Experience ME-F2

At least three (3) years of Prime Contractor experience performing operational activities including system engineering, capacity planning, performance testing, performance monitoring, and batch processing on two (2) Projects involving large and complex IT Systems with one (1) of the Projects having been on an Eligibility/Case Management or Health Care system. Each of the two (2) Projects must have occurred within the last five (5) years.

Project #1	Contact #1
Company Name: California Statewide Automated Welfare System (CalSAWS) Consortium	Contact Name: [REDACTED]
Project Name: California Statewide Automated Welfare System (CalSAWS) (prior project name was the LEADER Replacement System (LRS), which is now called CalSAWS)	Contact Title: [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year)	Address: [REDACTED] [REDACTED]

LRS/CalSAWS November, 7, 2012 through April, 30, 2025	
Contract Duration (months): 149 months	Phone Number: [REDACTED]
Contract Amount: LRS/CalSAWS \$1,978,880,464	Email: [REDACTED]
Project Type (check all that apply): <input checked="" type="checkbox"/> Prime Contractor <input type="checkbox"/> Subcontractor <input checked="" type="checkbox"/> HHS Systems <input type="checkbox"/> Other	
Describe the services provided:	
<p>EXPERIENCE SUMMARY</p> <p>As of January 4, 2023, Accenture has 10 years of prime contractor experience performing operational activities including system engineering, capacity planning, performance testing, performance monitoring, and batch processing for the CalSAWS Eligibility/Case management solution, a system that meets the definition of a large and complex IT system. The project is ongoing, and therefore, our experience on CalSAWS exceeds the requirement as one of the two projects needed for F2.</p> <p>PROJECT DESCRIPTION</p> <p>CalSAWS is an integrated eligibility system built and operated by the CalSAWS Consortium on behalf of the 58 counties of California. CalSAWS supports the counties in administering public assistance programs in California, including cash assistance (CalWORKs/TANF), food assistance (CalFresh/SNAP), medical assistance (Medi-Cal/Medicaid), and other state and county-specific programs. The system first went live in 2015 in Los Angeles County, and at that time, it was known as the LEADER Replacement System (LRS). Migration from an on-premises data center to cloud hosting occurred on October 14, 2019.</p> <p>Technical solution</p> <p>CalSAWS is the most extensive integrated eligibility system in the United States and is hosted in the Amazon Web Services (AWS) cloud. Supporting over 10 million transactions daily, CalSAWS has more than 50 interfaces, six of which are real-time. The system is currently in production in 42 counties. The system is used by 18,500 internal users daily across 125 locations to support 11 million Californians who receive public assistance. CalSAWS issues more than \$1 billion in benefits each month. By October 2023, all 58 counties will have migrated to this platform. After all counties are migrated to CalSAWS, 41,000 internal users will use CalSAWS daily to support approximately 19 million Californians and issue approximately \$2 billion in benefits each month.</p> <p>Services delivered</p> <p>Accenture is one of six contractors responsible for CalSAWS and has the largest scope of work. Accenture's contract began in November 2012 and is ongoing through April 2025. As the prime contractor for systems integration and maintenance and operations (M&O), Accenture is responsible for application maintenance and system enhancements, and cloud-based operations including network</p>	

engineering, cybersecurity vulnerability mitigations, capacity planning, performance testing and monitoring, and batch processing. Accenture supports hardware and software management, system engineering, data conversion, and project management. Accenture also supports the service desk (tiers 1, 2 and 3) using the Information Technology Infrastructure Library (ITIL) standards and framework.

Accenture is responsible for the core CalSAWS eligibility system, the analytics application, ForgeRock identity solution, contact center technologies, the Child Care Provider Portal, and kiosks/tablets in several county lobbies. The CalSAWS Consortium has separate prime contracts for the legacy system maintenance (CalWIN), cloud hosting, the public portal (BenefitsCal), imaging (SaaS contract), OCAT, GA/GR Correspondence solution, and print services.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

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.

ME-F2 EXPERIENCE DETAILS

Accenture has performed maintenance and enhancement operations for CalSAWS since the beginning of the project in November 2012 when it was called LRS. These activities include network engineering, cybersecurity vulnerability mitigations, capacity planning, performance testing, performance monitoring, and batch processing, and are currently ongoing.

Operational activities

Our operational activities focus on performing the operational activities necessary to maintain a high level of service. For CalSAWS, these operational activities include:

- Executing incident, problem, and defect management
- Authoring functional and technical design documents
- Performing system testing and providing county validation support
- Executing batches, identifying issues, taking corrective actions, and creating batch execution statistics dashboard/reports
- Monitoring the application and the interfaces, identifying issues and error handling
- Providing domain knowledge and functional expertise
- Conducting performance testing and tuning
- Managing communication with stakeholders and end users
- Creating and maintaining runbooks for job aids/standard operating procedures (SOPs)
- Supporting ad hoc data requests
- Upgrading third-party vendor software
- Providing security compliance, threat monitoring, vulnerability management, and device hardening

The CalSAWS System is available and accessible 24/7/365 days except for scheduled downtime. The CalSAWS System is architected to be up when CalSAWS nightly batch is running. Requests to approve scheduled downtime will go through the CalSAWS Project's technical change advisory board (CAB) process. The goal is to do as much planning upfront to provide as much lead time as possible to notify the counties of scheduled downtime.

System engineering

Accenture currently serves as the prime enhancements contractor for the CalSAWS system and delivers approximately 180,000 hours of enhancement work annually adhering to the ADM across incremental releases that include system engineering phases for Analysis, Design, Build, Testing, and Deployment. Accenture continues to make changes to the CalSAWS system to support ongoing program needs to align with State and federal policy and regulatory changes and to continually enhance the system to build in efficiencies and automation to reduce manual workload. Some recent examples of enhancements to reduce manual workload include automated no-touch processing of periodic reports and passive renewal for Medicaid that Accenture implemented as part of the ACA legislation. Accenture also recently implemented an enhancement after identifying an opportunity to automate a county worker task completed in high volume each month—processing of Medicaid renewals and SNAP/TANF recertifications. Through the enhancement, Medicaid Renewal Notices, semi-annual reporting forms, and eligibility status reports (for non-Medicaid programs) are automatically scanned, imaged, and evaluated to

assess whether caseworker intervention is required. Where no action is required based on the outcome of the image analysis, Accenture runs the eligibility determination and benefit calculation process (EDBC) to update benefits.

Capacity planning

Accenture consistently monitors capacity levels of operations by planning and helping to determine the budgeting and scaling of the environment to identify the optimal levels of operation. There are three parts to the management process, Examine, Analyze, and Plan. Examine Capacity involves the four steps that facilitate the collection of performance and capacity data of a Configuration Item (CI) into a database, the source of capacity information that enables the Capacity Management process. Capacity planning includes monitoring, measuring, analyzing the performance of resources, and establishing capacity baselines, which profiles the use of resources and establishes an understanding of resource demand. Our planning efforts help us to accurately access the volumes of resources to enable forecasting and planning across the environment.

Performance testing

Performance tests simulate peak load in a production-like performance environment by executing the most frequently used transactions. The workload mix at CalSAWS includes 37 critical business processes to replicate the online load. Accenture selects the critical business processes based on high frequency transactions and business criticality. The performance testing measurement validates the performance readiness of the release for deployment. The performance testing comprises the following tests: load, endurance, and stress test—all to identify the breaking point of the system under extreme load and determine the stability of the system. Accenture analyzes and reports the test results. The server response times for each performance category are compared against application SLAs and the server metrics are captured. High response time or resource utilization scenarios are analyzed, and corrective actions are taken accordingly.

Performance monitoring

Monitoring and alerting are ongoing 24/7/365 activities performed using various monitoring tools including SolarWinds, Oracle Enterprise Manager (OEM), CloudWatch, and Dynatrace. These activities are achieved via automation and onsite staffing to confirm uninterrupted availability of the CalSAWS infrastructure and application. These tools provide the ability to track specific events, infrastructure availability, and defined system thresholds. They include report-generating information such as availability, resource utilization, and other statistics.

The Operations Center monitors critical network devices, such as edge routers, firewalls, and core switches, as well as servers themselves. Operations Center personnel also monitor cybersecurity disruptions for possible intrusion and hacking attempts. In case of loss of connectivity to any network device, Operations Center personnel immediately prioritize the event based upon criticality of the device in question and notify CalSAWS network engineering or server administration personnel. All events are logged, and in the event of malicious activity, escalated to an incident. The incident response process includes description of minor and major incident processes, incident criteria, service level agreements, and other related information.

When predefined operational thresholds are surpassed or component failures are detected, monitoring tools automatically generate alerts to notify the Operations Center analyst. Once the alert is received, Operation Center staff members perform a high-level analysis to

determine the severity. After determining the severity, the Operations Center analyst will notify the Level 3 Tech Team to investigate. The Tech team then marshals resources to resolve the problem. Depending on the severity of the issue, a member of the Tech team informs members of the Consortium Tech team and/or other Consortium members. The Batch Operation team monitors file transfers between the CalSAWS system and county systems.

Batch processing

CalSAWS maintains a series of batch processing jobs in support of benefit eligibility operations for CalSAWS, counties, and partner agencies. Thousands of batch processes are executed on a nightly basis. Batch job design follows a traditional batch processing pattern: a driving query selects rows to be processed, then processing logic is invoked for each of the returned rows. An architecture batch driver is used as the "job runner."

Batch jobs are a primary source of automation at CalSAWS. Batch jobs drive the following:

- Automated eligibility processing
- Correspondence generation
- Benefit issuance processing
- Interface partner integration
- Task generation
- Reports processing

Accenture has successfully scaled the batch process from four C-IV counties to an anticipated 58-county, capable solution on a shared infrastructure. Accenture's high level of technical and functional knowledge has enabled us to meet the Consortium's performance requirements.

Each batch job implements an architecture interface called batch module, which provides processing lifecycle methods, launch, execute, and terminate, which are called by the batch driver and the supporting architecture framework. Jobs are run on a series of M4 EC2 instances within AWS. The SFTP method is used for transferring files to batch interface partners. Batch runs are handled on a nightly basis. CalSAWS has a requirement to have 99% of the daily batch production jobs completed by 6:00 a.m., Pacific Standard Time, the next day.

Project #2	Contact #2
Company Name: State of California Consortium IV (C-IV)	Contact Name: [REDACTED]
Project Name: State of California Consortium IV (C-IV)	Contact Title: [REDACTED]

Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year) C-IV March, 5, 2001 through December, 31, 2021	Address: [REDACTED] [REDACTED]
Contract Duration (months): 249 months	Phone Number: [REDACTED]
Contract Amount: C-IV \$1,879,699,002	Email: [REDACTED]
Project Type (check all that apply): <input checked="" type="checkbox"/> Prime Contractor <input type="checkbox"/> Subcontractor <input checked="" type="checkbox"/> HHS Systems <input type="checkbox"/> Other	
Describe the services provided:	
<p>EXPERIENCE SUMMARY</p> <p>Accenture has 20 years of prime contractor experience performing operational activities for the C-IV Eligibility/Case management solution, a system that meets the definition of a large and complex IT system. Therefore, our experience on C-IV exceeds the requirement as one of the two projects needed for F2.</p> <p>PROJECT DESCRIPTION</p> <p>In 2001, the Statewide Automated Welfare System (SAWS) Consortium-IV (C-IV) began a project to design and implement a web-based integrated eligibility system to administer a variety of programs in California, including cash assistance (CalWORKs/TANF), food assistance (CalFresh/SNAP), medical assistance (Medi-Cal/Medicaid), and other state and county-specific programs. The C-IV system was implemented in all four original counties by October 2004. Subsequently, following the 35 former ISAWS counties' selection of C-IV as their future system, the ISAWS Migration Project began in September 2007 and concluded on schedule in August 2010. In September 2021, all 39 counties were migrated to the CalSAWS platform, thereby sunseting the C-IV system.</p> <p>Technical solution</p> <p>The C-IV system integrated custom Java code with multiple COTS applications (i.e., Oracle database and middleware products, Adobe LifeCycle, Perceptive ImageNow, AWS Connect, and IBM Operational Decision Manager). Additionally, the core eligibility application interfaced with other custom applications (e.g., OCAT, Child Care Portal, and C4Yourself). The system had more than 50 batch and real-time interfaces with external systems including the Statewide Client Index, EBT Host-to-Host, and CalHEERS. At its peak, C-IV supported over 10 million transactions daily. The C-IV system included a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (web browsers, tablets, kiosks), an application tier, and a data tier.</p> <p>As of September 2021, this system was used by 39 California counties and served approximately 30-percent of California's public assistance caseload (approximately 4.8 million Californians). The C-IV System supported over 18,000 internal system users across more than 250 public assistance offices.</p>	

Services delivered

Accenture was contracted in 2001 to work on all Design, Development, and Implementation (DDI) activities and completed implementation of the C-IV system in all four original counties by October 2004. Merced County became operational in March 2004; Stanislaus County in April 2004; Riverside County in August 2004; and San Bernardino County in September 2004. Following the successful implementation of the system, Accenture continued to perform application maintenance and maintenance and operations (M&O) services. After the ISAWS counties selected C-IV as their future system, the ISAWS Migration Project began in September 2007 and concluded on schedule in August 2010, with 39 counties successfully using the C-IV System.

As prime contractor for systems integration and M&O, Accenture was responsible for system modifications, system engineering, capacity planning, performance testing and monitoring, batch processing, security, hardware and software management, project management, and a service desk (tiers 1, 2 and 3) using the Information Technology Infrastructure Library (ITIL) standards and framework.

During the contract, Accenture collaborated with multiple contractors responsible for different areas of the system such as Solutions West for training, Hyland Software for maintenance and support for their Perceptive Content solution, Gainwell for central print services, and First Data for QA services. Our responsibilities included the core C-IV eligibility system, C4Yourself—the first online portal for applications, an integrated contact center, and imaging technologies, as well as key integrations with the OCAT, CalHEERS, EBT systems, and kiosks and tablets in county lobby areas.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

1. Integrates with at least two applications, one of which is a COTS: The C-IV System integrated custom Java code with multiple COTS applications (e.g., Oracle database and middleware products, Adobe LiveCycle, Perceptive ImageNow, AWS Connect, and IBM Operational Decision Manager). Additionally, the core eligibility application interfaced with other custom applications (e.g., OCAT, Child Care Portal, and C4Yourself).
2. Interfaces with at least five external systems, at least one of which is real-time: The system had more than 50 batch and real-time interfaces with external systems including the Statewide Client Index, EBT Host-to-Host, and CalHEERS.
3. Is accessed by at least 1,000 users at multiple locations: As of year-end 2021 (end of contract), C-IV was used by 39 California counties **and served approximately 30% of California's public assistance caseload (approximately 4.8 million Californians)**. The C-IV System supported over 18,000 internal system users across more than 250 public assistance offices.
4. Has a contract value of at least \$10,000,000 dollars: The C-IV contract value was \$1,879,699,002.
5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms: The C-IV system included a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (web browsers, tablets, kiosks), an application tier, and a data tier.

ME-F2 EXPERIENCE DETAILS

Accenture served as the prime enhancements contractor for C-IV, performing maintenance and enhancement operations since the beginning of the project in March 2001. Our operational activities included network engineering, capacity planning, performance testing, performance monitoring, and batch processing, and Accenture continued to perform these activities through September 2021.

Operational activities

Our operational activities focused on performing the operational activities necessary to maintain a high level of service. For C-IV, these operational activities included the following:

- Executing incident, problem, and defect management
- Authoring functional and technical design documents
- Performing system testing and UAT support
- Executing batches, identifying issues, and taking corrective actions
- Monitoring the application and the interfaces, identifying issues, and conducting error handling
- Providing domain knowledge and functional expertise
- Conducting performance testing and tuning
- Managing communication with stakeholders and users
- Creating and maintaining runbooks for job aids/standard operating procedures (SOPs)
- Supporting ad-hoc data requests
- Upgrading third-party contractor software

The principal period of maintenance (PPM) for the C-IV system was 6 a.m. to 9 p.m., Monday through Saturday.

System engineering

Accenture served as the prime enhancements contractor for the C-IV system and delivered approximately 96,000 hours of enhancement work using system engineering annually, adhering to the Accenture Delivery Methods (ADM) across incremental releases that included phases for analysis, design, build, testing, and deployment. Accenture continuously updated the C-IV system to support ongoing program needs and align with state and federal policy and regulatory changes and to continually enhance the system to build in efficiencies and automation to reduce manual workload. C4Yourself was the first online application portal for counties in California. Accenture led the design, development, and on-going operations for this portal from 2007 until 2021. Further enhancements included submitting changes and periodic reports.

The C-IV system was also the first SAWS system to have an integrated imaging and call center technologies. Periodic reports were able to be imaged in and automatically marked as received in the system while simultaneously notifying the worker, via a task, to action the

report. Paper case files were replaced with electronic imaging drawers, accessed by clicking an imaging icon from within the C-IV system. With IVR and call center technologies, agents were automatically routed to the case summary screen for authenticated callers. Proactive communication with customers was also a key part of the C-IV solution and included IVR calls and proactive texting campaigns reminding customers of appointments, receipt of period reports, and report processing status updates. The C-IV System, C-IV counties, and Accenture were at the forefront of early innovation and automation while simultaneously deploying policy enhancements in bi-monthly releases.

Capacity planning

Accenture consistently monitored capacity levels of operations by planning and helping to determine environment budgeting and scaling to identify the optimal levels of operation. Our capacity planning and management process consists of the following:

- Monitoring current performance and utilization and proactively addressing issues if there is a threshold breach
- Analyzing the current utilization to identify risks and problems, and recommend corrective actions such as optimizing current capacity or upgrades
- Forecasting capacity by reviewing utilization and demand data regularly to forecast future workload capacity
- Assessing and planning capacity by identifying high-level resource requirements, estimating the resource requirements, cost details, and then estimating the current and future workload.

Performance testing

Our performance testing simulated C-IV's **39 counties peak online load in a production-like** performance environment by executing the most frequently used transactions. The workload mix included 33 critical business processes to replicate the C-IV online load. The critical business processes were selected based on high frequency transactions and business criticality and the performance testing measurement validated the performance readiness of the release for deployment. Our performance testing was comprised of load tests, endurance tests, and stress tests to identify the breaking point of the system under extreme load and to allow us to determine the stability of the system. Accenture then analyzed and reported test results and compared server response times for each performance category against C-IV online application SLAs and captured server metrics. Accenture also validated responsiveness and processing times against baselines to identify any degradation in the response times and analyzed high response time or resource utilization scenarios to take corrective actions.

Performance monitoring

Monitoring and alerting were ongoing 24/7/365 activities performed using various monitoring tools including SolarWinds, OEM (Oracle Enterprise Manager), CA Introscope Wily, and Splunk. Accenture conducted these activities via automation and onsite staffing to confirm uninterrupted availability of the C-IV infrastructure and application. These tools provided the ability to track specific events, application availability, and defined system thresholds. They included report-generating information such as availability, resource utilization, and other statistics. The Operations Center monitored critical network devices, such as edge routers, firewalls, and core switches, as well as servers themselves. Operations Center personnel also monitored for intrusion and hacking attempts. In case of connectivity loss to any network device, Operations Center personnel prioritized the event based upon criticality of the device in question and notified C-IV personnel. All

events were logged, and in the event of malicious activity, escalated to an incident. When predefined operational thresholds were surpassed or component failures were detected, monitoring tools automatically generated alerts to notify the Operations Center Analyst. Once the alert was received, Operation Center staff members performed high-level analysis to determine the severity. After determining the severity, the Operation Center Analyst notified the Level 3 Tech Team to investigate. The Tech team marshalled resources to resolve the problem. Depending on the severity of the issue, a member of the tech team informed members of the Consortium tech team and/or other Consortium members. The Batch Operation Teams monitored file transfers between the C-IV system and county systems.

Batch processing

C-IV maintained over 15,000 batch processes that performed a variety of functions. The system required updates to the core data to update customer eligibility, status values, and reasons due to date triggers, and over 50 interfaces with State agencies and County partners. The interdependencies between all these batch and interface jobs required deep knowledge of the core business of the system as well as the technical aspects of each job. Managing over 35,000 dependencies between all 15,000 jobs required constant vigilance to ensure that eligibility was correct for the customer, correspondence was accurate and sent timely, and reports for both management at the county level and reporting to the state were correctly calculated and formatted.

Project #3	Contact #3
Company Name: State of Ohio, Department of Administrative Services (DAS)	Contact Name: [REDACTED]
Project Name: Ohio Benefits	Contact Title: [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year) February, 20, 2013 through June, 30, 2023	Address: [REDACTED] [REDACTED] [REDACTED] [REDACTED]
Contract Duration (months): 124 months	Phone Number: [REDACTED]
Contract Amount: \$530,000,000	Email: [REDACTED]
Project Type (check all that apply): <input checked="" type="checkbox"/> Prime Contractor <input type="checkbox"/> Subcontractor <input checked="" type="checkbox"/> HHS Systems <input type="checkbox"/> Other	
Describe the services provided:	

EXPERIENCE SUMMARY

As of January 4, 2023, Accenture has over nine years of prime contractor experience performing operational activities including system engineering, capacity planning, performance testing, performance monitoring, and batch processing for the Ohio Benefits Eligibility/Case management solution. Ohio Benefits is a system that meets the definition of a large and complex IT system, and therefore our experience on Ohio Benefits exceeds the requirement stated in F2.

PROJECT DESCRIPTION

The Ohio Benefits program is a mature enterprise system that streamlines health and human services program delivery through **standardized business processes which improve client outcomes**. Ohio Benefits was initiated in 2012 to transform Ohio's enterprise integrated eligibility and health and human services system. It was designed to replace the 30-year-old Client Registry Information System, Enhanced (CRIS-E). The primary function of CRIS-E was benefit eligibility determination for beneficiaries of the Ohio Department of Job and Family Services (ODJFS) and Ohio Department of Medicaid (ODM) programs.

Ohio Benefits first went live in October 2013, and currently supports eligibility determination and benefit distribution for the State's Medicaid (including CHIP), SNAP (including P-EBT), Cash (including Temporary Assistance for Needy Families (TANF) and Refugee Cash Assistance), and Child Care programs. Ohio Benefits supports over 3 million residents and is used by over 10,000 county users across multiple locations in 88 counties.

Technical solution

Ohio Benefits integrates multiple COTS products including the Accenture Public Service Platform, IBM Cognos, Informatica Master Data Management, Adobe Experience Manager, and Tableau. Accenture implemented and supported Ohio Benefits with an innovative and **scalable infrastructure designed for high availability, stability, and performance using Oracle's Private Cloud platform**. Accenture implemented Oracle Linux virtual servers, Oracle databases, a series of Oracle Middleware products, and other software on this platform. Over time, Accenture implemented five key portals for the program: Citizen Self-Service Portal, Worker Portal, Provider Portal, Presumptive Eligibility/Deemed Newborn Portal, and Business Intelligence (BI) Portal.

The system supports integration with 47 state, agency, and other external interface partners and systems, including approximately 85 data exchanges (both real-time web services and file-based transfers). Interface partners include federal agencies such as the SSA, CMS, DHS, and IRS. Seven million real-time transactions are exchanged each month with various interface partners.

Benefit issuance data is transmitted to SNAP and Cash issuance contractors to deliver more than \$2.25 billion in annual SNAP payments, more than \$180 million in annual Cash payments, and over \$1 billion in P-EBT benefits since the beginning of the COVID-19 public health emergency. Real-time data is exchanged with the State's MMIS system, MITs, to support Medicaid service delivery for more than 3 million Ohioans. The system is architected for multi-tiered processing, including a user-facing front end designed to adapt to multiple user interface platforms (e.g., laptops, phones, and tablets).

Services delivered

In February 2013, Accenture was awarded the contract for Design, Development, and Implementation (DDI) for implementing the Medicaid, SNAP, TANF, and Child Care programs into Ohio Benefits and subsequent M&O services to support the administration of programs in the production environment. Accenture has served as the prime contractor for this project since inception, and the current contract ends in June 2023.

Accenture's infrastructure support for Ohio Benefits includes operations, performance testing, performance monitoring, security, network engineering, cybersecurity vulnerability testing and mitigation, capacity planning, and managing hardware and software. **Accenture's** application M&O support includes application maintenance, system modifications, system engineering, capacity planning, performance testing, performance monitoring, batch processing, data conversion, and project management.

Accenture also supports the Ohio Benefits solution via a multi-tier service desk (tiers 1, 2, and 3) using the Information Technology Infrastructure Library (ITIL) standards and framework. Accenture is responsible for all phases of the enhancement software development lifecycle, including Analysis, Design, Development (Build) and Test, User Acceptance, Deployment, and Post-Deployment.

Accenture partners with multiple contractors on the program, including Deloitte for organizational change management services, Northwoods for electronic document management services, and Cincinnati Bell (CBTS) for computer telephony integration and interactive voice response services.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

1. Integrates with at least two applications, one of which is a COTS: Ohio Benefits is based on multiple COTS products including the Accenture Public Service Platform, IBM Cognos, Informatica Master Data Management, Adobe Experience Manager, and Tableau. **Ohio Benefits runs on dedicated infrastructure leveraging Oracle's private-cloud platform:** Oracle Exadata systems, Oracle Private Cloud Appliances, and Oracle ZFS storage, along with other third-party hardware security and operations components such as Micro Focus ArcSight and Veritas NetBackup.
2. Interfaces with at least five external systems, at least one of which is real-time: Ohio Benefits implements 85+ interfaces across 47 partners, including both State and Federal partners, such as the IRS, SSA, Accuity (Asset Verification – real-time), Central Print, Ohio Department of Health and Human Services (public assistance reporting), and Ohio Department of Developmental Disabilities (waiver eligibility information), among other partners. Batch and real-time interfaces are implemented leveraging Axway API gateway.
3. Is accessed by at least 1,000 users at multiple locations: Ohio Benefits supports over three million residents, and over 120,000 users access it across multiple locations.
4. Has a contract value of at least \$10,000,000 dollars: The Ohio Benefits contract value is over \$530 million.
5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms: Ohio Benefits includes multi-tiered processing with a mobile-friendly, customer-facing front end for Self Service Portal (SSP) for Ohio residents.

ME-F2 EXPERIENCE DETAILS

Accenture has been performing maintenance and enhancement operations for Ohio Benefits since the program began in February 2013. These activities include network engineering, cybersecurity vulnerability mitigations, capacity planning, performance testing, performance monitoring, and batch processing, and are currently ongoing through June 30, 2023. Ohio Benefits is an Eligibility/Case Management system for the State of Ohio.

Operational activities

Our operational activities focus on performing the maintenance activities necessary to maintain a high level of service. These activities include:

- Executing incident, problem, defect management
- Authoring functional and technical design documents
- Performing system testing and providing UAT support
- Executing batches, identifying issues, taking corrective actions, and creating batch execution statistics dashboard/reports
- Monitoring the application and the interfaces, identifying issues and performing error handling
- Providing domain knowledge and functional expertise
- Conducting performance testing and tuning
- Communicating with stakeholders and users
- Creating and maintaining runbooks for job aids/standard operating procedures (SOPs)
- Supporting ad-hoc data requests
- Upgrading third-party contractor software
- Monitoring and reviews of all security dashboards (SIEM, as well as individual tools like vulnerability management, and data loss protection)

Ohio Benefits is available and accessible 24/7/365 except for scheduled downtime. The solution is architected to be up when nightly batch is running. **Requests to approve scheduled downtime are submitted through the State's Change Advisory Board (CAB) process.** Prior to scheduled downtime, diligent planning activities are completed to provide a greater lead time and minimize the actual scheduled downtime.

System engineering

Accenture serves as the prime enhancements contractor for Ohio Benefits and delivers more than 50,000 hours of enhancement work annually, adhering to the Accenture Delivery Methods (ADM) across incremental releases that include the following phases: analysis, design, build, testing, and deployment. We continue enhance the system and support ongoing program needs, aligning with policy and regulatory changes, which includes building in efficiencies and automation to reduce manual workloads. For example, over the past year,

we engineered and implemented enhancements to improve the rate of Passive Renewal monthly processes from less than 20% to over 65%.

Capacity planning

Our capacity planning process integrates six disciplines: (1) inventory management (e.g., storage, compute, databases), (2) utilization modelling and forecasting, (3) daily utilization monitoring, (4) weekly team reviews, (5) monthly lead reviews, and (6) formal quarterly capacity planning reviews. Our utilization models begin with baselines and forecast projections that we actively monitor throughout daily, weekly, and monthly processes to detect unexpected utilization. Where we see deviations from our models, we identify the causes and adjust our models (if appropriate), as well as make recommendations which may include business or technical curtailment, business or technical reconfiguration, or capacity expansion. By integrating business drivers with technical implementation details and drivers (e.g., backup requirements) and daily operations, we work closely with the client business and technology counterparts to proactively manage our capacity.

Performance testing

Our overall performance approach incorporates design, build, test, and operations validation considerations. Our performance testing identifies potential areas of concern through static code analysis and using dynamic profiling tools such as JProfiler and Oracle SQL enables us to review complex queries. We complete regression testing for comparative performance analysis, load testing with production-level workloads, endurance testing to evaluate for potential leaks, and stress testing to identify potential breaking points in the system. Performance responsiveness is compared against SLAs so we can address defects and advance system enhancements as part of continuous performance improvement.

Performance monitoring

System performance is maintained 24/7/365 using a combination of automated and manual performance monitoring processes and tools. Some of these tools include Oracle Enterprise Manager (OEM), MicroFocus Business Transaction Monitor (BTM), and AppDynamics. For example, we use BTM for our continual measurement of critical business functions by executing synthetic transactions, which then creates automated alerts if performance falls outside of expected thresholds. In addition to automated BTM alerts and OEM system-level alerts, we use AppDynamics End User Monitoring to monitor and to review overall end user performance. Where there are potential issues, our teams use multiple diagnostic tools, such as OEM, to identify the root cause and apply appropriate remediations. Other diagnostic tools include Oracle Automatic Workload Repository (AWR) to collect, analyze, and maintain performance statistics for database related performance-tuning. We use ARW on a regular basis to triage issues and to review ongoing system performance, allowing us to proactively identify and apply queries adjustments.

Batch processing

Ohio Benefits is architected to remain up when automatic nightly batch processes are running. For example, over 500 batch processes are scheduled through BMC Control-M to run repetitive eligibility and case management tasks. We have 90+ daily interface jobs, and more than 400 batch jobs run on a 24-hour schedule.

Ohio generates numerous forms from templates (including NOAs sent to case members) through batch jobs. Batch processes are also used to create and update forms and templates in the form repositories, which are then accessible through the web applications. We generate over 50,000 daily forms (from 130 distinct form types for four major programs), including 22,000 NOAs per day and dynamic forms that are sent out after nightly batch. Batch jobs produce SNAP and TANF daily issuances worth approximately \$1.5 million. Additionally, there are more than 10 heavy occurrence nights of every month when we send over 100,000 documents. Every month, we issue \$250 million in SNAP and TANF benefits.

We process more than 500,000 Eligibility Determination and Benefit Calculation (EDBC) transactions each month. Our daily online EDBC volume (accepted and saved) average is 20,766 program blocks for the reporting period between July 2021 to June 2022. Our monthly batch EDBC volume (accepted and saved) for the same reporting period is 212,274 program blocks. This includes four annual mass change runs (COLA, FPL, MMMNA, and Labor Day). This average will increase at the end of the Public Health Emergency period, when several held batch EDBC's will be allowed to run (including Medicaid – Autoclosure, TMA & JFS – IR, and ABAWD).

Several other batch processes update data within the system database and externally via batch interfaces. The SFTP method is used for transferring files to batch interface partners.

Project #4	Contact #4
Company Name: State of Kansas, Department of Health and Environment (DHE)	Contact Name: [REDACTED]
Project Name: Kansas Eligibility Enforcement System (KEES)	Contact Title: [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year) September, 1, 2011 through August, 31, 2024	Address: [REDACTED] [REDACTED]
Contract Duration (months): 155 months	Phone Number: [REDACTED]
Contract Amount: Greater than \$100,000,000	Email: [REDACTED]
Project Type (check all that apply): <input checked="" type="checkbox"/> Prime Contractor <input type="checkbox"/> Subcontractor <input checked="" type="checkbox"/> HHS Systems <input type="checkbox"/> Other	
Describe the services provided:	

EXPERIENCE SUMMARY

As of January 4, 2023, Accenture has 10 years and one month of prime contractor experience performing operational activities including system engineering, capacity planning, performance testing, performance monitoring, and batch processing for the KEES solution, a system that meets the definition of a large and complex IT system. Our experience on KEES alone exceeds the requirement stated in F2.

PROJECT DESCRIPTION

The Kansas Eligibility Enforcement System (KEES) is a health and human service eligibility system that was developed and implemented to administer the full suite of human service programs. The system first went live in a phased approach, with its first go-live in July 2012 and the final go-live in 2017. This includes Food Assistance (SNAP), Temporary Assistance for Needy Families (TANF), Child Care, Employment Services, Food Assistance, Employment and Training (FAET and GOALS), Low Income Energy Assistance Program (LIEAP), Automated IV-E Eligibility, Medical assistance programs, including Medicaid (MAGI, E&D, and LTC), CHIP, KanCare, AIDS Drug Assistance Program (ADAP), and several other state-funded programs.

The Kansas Department of Health and Environment's (DHE) Division of Health Care Finance and the Kansas Department for Children and Families (DCF) administers human service and medical assistance (MA) programs that serve over 720,000 Kansans annually. In the last two years, the KEES has distributed over \$814 million in benefits to Kansans.

The KEES system provides Kansans with greater integration across its programs and online access to health information as an alternative to office visits. The system generates savings through more efficient eligibility processing and much-improved decision-making and compliance controls. Through a flexible and modular technology approach, KEES helps the state more readily and cost-effectively update the eligibility system as Kansan's needs and government policies change over time.

Technical solution

In January 2020, Accenture transferred KEES onto Oracle Cloud after a nine-month design and implementation process. Within Oracle Cloud, Platform as a Service (PaaS) and Software as a Service (SaaS) are used for application delivery. The Core Logging as a Service (LaaS) solutions aggregate components run on Linux and Microsoft Windows. The large and complex solution integrates custom code with multiple COTS applications (e.g., Adobe Experience Manager, Oracle Intelligent Advisor, Oracle Address Verification, Oracle Analytics, Stone Branch, etc.), including the citizen-facing portal, worker eligibility system, and COTS eligibility software.

This platform has several portals supported by multi-tiered processing, including a user-facing application optimized for multiple user interface platforms (e.g., laptops and mobile devices). The platform interfaces with over 25 major external systems, including state and local partners for income information, federal partners for social security data, the KMMS (MMIS) system for Kansas, and the federal hub (which is real-time). There are 2,500 internal and tens of thousands of external users in multiple locations.

Services delivered

Accenture's contract began in September 2011 and is ongoing through August 31, 2024. As the prime contractor for KEES, Accenture performs application maintenance, system modifications, cloud-based operations, cybersecurity vulnerability mitigation, network and system engineering, capacity planning, performance testing, performance monitoring, and batch processing. Accenture is also responsible for application design, development, testing, change management, training, conversion, and running a service desk (tiers 1, 2, and 3 via ServiceNow) using the Information Technology Infrastructure Library (ITIL) standards and framework. Accenture continues to serve as the prime maintenance and operations vendor responsible for ongoing system maintenance, security, deployments, and enhancements providing day-to-day system operations through effective project management, governance, and communication with Kansas DHE.

Accenture has implemented innovative solutions outside of their original scope, such as digital imaging and artificial intelligence (AI) bots. Accenture is overseeing a project at Kansas DCF to develop an Amazon Chime chat and an enhanced virtual contact center to provide Kansans with an enhanced customer service experience, and to enable agents to handle increased call volume from anywhere.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

1. Integrates with at least two applications, one of which is a COTS: The KEES platform integrates custom code with multiple COTS applications, including Adobe Experience Manager, Oracle Intelligent Advisor, Oracle Address Verification, Oracle Analytics, Stone Branch. It also integrates with the citizen-facing portal, worker eligibility system, and COTS eligibility software.
2. Interfaces with at least five external systems, at least one of which is real-time: The platform interfaces with over 25 external systems, including state and local partners for income information, federal partners for social security data, the KMMS (MMIS) system for Kansas, and the federal hub (which is real-time).
3. Is accessed by at least 1,000 users at multiple locations: The KEES solution is accessed by 2,500 internal users and tens of thousands of external users in multiple locations.
4. Has a contract value of at least \$10,000,000 dollars: The KEES contract value is greater than \$100,000,000.
5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms: KEES includes a multi-tiered architecture with multiple front-end applications supporting a variety of user interface platforms (e.g., laptops and mobile devices).

ME-F2 EXPERIENCE DETAILS

Accenture has been performing operational maintenance and enhancement activities at KEES since November 2012. These activities include network engineering, cybersecurity vulnerability mitigations, capacity planning, performance testing, performance monitoring, and batch processing, and services are ongoing through August 31, 2024. KEES is the fully featured Eligibility/Case Management system used by the State of Kansas to determine if applicants are eligible for certain services. The system also helps to manage the case by providing information to the caseworker and resources for the applicant.

Operational activities

Accenture has been performing operational activities for the KEES eligibility system ongoing for the last 10 years (since November 2012). KEES needs to be available and accessible 24/7/365 except for scheduled downtime. Our involvement in operational activities includes the following:

- Executing incident, problem, defect management
- Authoring functional and technical design documents
- Performing system testing and provide UAT support
- Executing batches, identify issues, take corrective actions, and create batch execution statistics dashboard/reports
- Monitoring the application and the interfaces, identify issues and error handling
- Providing domain knowledge and functional expertise
- Conducting performance testing and tuning
- Managing communication with stakeholders and users
- Supporting ad hoc data requests

We describe our involvement in each operational activity in more detail in the following pages.

System engineering

While KEES is well-established, system engineering is an integral part of our operational activities, which include designing and maintaining engineered cloud-based systems. For KEES, we use tools provided by Oracle Cloud Infrastructure (OCI) in support of application maintenance and support, including an Oracle tool called Application Performance Monitoring (APM) to gather details on user activity and determines performance improvement opportunities. We use custom scripts maintained by the Accenture tech team to monitor the availability of our infrastructure. For more critical targets like databases, we utilize the Oracle Enterprise Manager (OEM) to monitor the availability and performance, and to notify us of critical alarms. The OEM is a separate non-OCI software that is installed on a server, where agents install it individually and specifically on the targets to be monitored.

We use an enhanced DevOps approach using the DevOps Bot for KEES. The bot answers questions about releases and environments and runs deployments without any human interaction. Once an environment owner provides approval, the bot can run individual and recurring deployment automatically at the specified time. These approaches have streamlined our development and operations, shortened development life cycles, and delivered greater functionality and reliability to users.

Capacity planning

Our role in capacity planning includes monitoring, measuring, resource performance analysis, baseline creation, and provides an understanding of resource utilization and demand. For KEES, this involves three steps: 1) monitor, measure, and report service performance; 2) analyze performance against established capacity baselines; 3) recommend and implement capacity-tuning changes, as required. For our capacity baseline, we have one node for our non-PII environments and multiple nodes for our PII environments. We determine the number of environments based on our release dates and subsequent overlapping releases. Accurate capacity planning and reporting the

usage parameters of all instances helps to ensure the right workload size for the application. The applications hosted in the cloud and on-premises support resiliency and high availability. As modified or enhanced capabilities are being planned, we evaluate their expected performance impact. We have a Dev, Int, SIT, and UAT environment per release. Using this approach, we have maintained consistent resourcing across the KEES environment.

Performance testing

Performance testing measures and validates the performance readiness of upcoming deployment releases and is conducted prior to a major product upgrade. Performance testing is comprised of numerous tests, including load, endurance, and stress, which identify the breaking point of the system under an extreme load, as well as determine the overall stability of the system. By simulating a peak application load in a production-like performance environment, executing the most frequently used transactions, and including critical business processes to replicate the online load, we can analyze test results, and mitigate potential issues. This is completed using a wide variety of tools, such as Apache's JMeter, a popular open-source tool for Load and Performance Testing web applications. For each performance testing scenario, several tests are run with an increased number of user sessions in a specific time, whereupon the performance outcomes from the JMeter recorded graphs are assessed and any concerning impacts are addressed. JMeter is also being used to test performance of the KEES portals when there are significant changes in the architecture, such as migrating from an embedded rules engine to the cloud in Oracle's Policy Automation.

Performance monitoring

Monitoring and alerting are ongoing 24/7/365 activities that are performed using Cloud Infrastructure (OCI) tools. We use these tools to monitor the performance of the servers as well as the web applications through the server agent and browser agents. These agents capture and save the detailed transactional information processed on the servers and help compare performance at specific times.

We use Oracle Enterprise Manager (OEM) to monitor the overall database and servers' health and performance. We have created various monitoring alerts which trigger emails based on certain thresholds which we have setup in OEM tool. Additionally, the team uses APM to gather details on user activity and determines performance improvement opportunities.

Batch processing

Many batch processes on KEES are automated, some involving repetitive eligibility and case management tasks. We execute an average of 950-960 daily jobs, which are executed based on each job's schedule. For example, we have monthly jobs (e.g., reviews) and annual jobs (e.g., cost of living adjustments).

KEES uses Adobe Experience Manager (AEM) to generate large loads of various forms from templates (including Notices of Action sent to the case members) through batch jobs. Additionally, AEM is used to create and update forms and templates in the forms repositories, which are then accessible through the web applications. Other batch processes update data within the KEES database and externally via batch interfaces. The Secure File Transfer Protocol (SFTP) method is used for transferring files to batch interface partners.

The batch processing window starts at 9 p.m. on light nights (when there are no heavy jobs or reviews), at 8 p.m. on heavier nights (when running reviews jobs or other heavy jobs which require a longer duration to complete), and completes at 6 a.m. daily. Accenture will reduce the batch processing window by approximately 50% by removing jobs that are not dependent on certain Accenture Benefits Management System (ABMS) tables and can be completed without affecting the system (e.g., jobs that have their own schema and are less dependent on ABMS tables).

The KEES project has delivered the following results:

- Improved application performance, as evidenced by batch jobs now running in half the time
- Improved and maintained system uptime to more than 99.9%
- Produced an average of 2,500 forms per day including those that help promote self-service

Project #5	Contact #5
Company Name: Centers for Medicare and Medicaid Services (CMS)	Contact Name: [REDACTED]
Project Name: HealthCare.gov/Federally Facilitated Marketplace (FFM) (including FFM, FFM Bridge and FFE)	Contact Title: [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year) January, 11, 2014 through January, 10, 2027	Address: [REDACTED] [REDACTED]
Contract Duration (months): 156 months	Phone Number: [REDACTED]
Contract Amount: HHSM-500-2014-00191C: \$198,111,211 HHSM-500-2015-00246C: \$842,454,559 HHSM-500-2016-00003I/75FCMC21F0001: \$205,006,767 HHSM-500-2016-00003I/75FCMC21F0002: \$322,884,001 Total: \$1,363,449,771	Email: [REDACTED]
Project Type (check all that apply): <input checked="" type="checkbox"/> Prime Contractor <input type="checkbox"/> Subcontractor <input checked="" type="checkbox"/> HHS Systems <input type="checkbox"/> Other	
Describe the services provided:	

EXPERIENCE SUMMARY

As of January 4, 2023, Accenture has eight years and 11 months of prime contractor experience performing operational activities for the HealthCare.gov Eligibility solution, a system that meets the definition of a large and complex IT system. These operational activities are ongoing through January 10, 2027, and therefore our experience on HealthCare.gov alone exceeds the requirement stated in F2.

PROJECT DESCRIPTION

Through the 2010 Patient Protection and Affordable Care Act (ACA), new health insurance exchanges were created at both the state and federal levels. These exchanges are public-private marketplaces where Americans can securely shop for health insurance plans and apply for a tax subsidy simultaneously with multiple insurance companies. HealthCare.gov, the eligibility website for the federal exchange, is the front door for the Federally Facilitated Marketplace (FFM). Ancillary systems include FFM Bridge and Federally Facilitated Exchanges (FFE).

Technical solution

FFM is a cloud-based solution and uses a multi-tiered processing architecture, including a presentation tier optimized for multiple user interface platforms (such as laptops and mobile devices), an application tier, and a data tier. The system integrates with several COTS solutions (e.g., Salesforce and Interactive Voice Response (IVR)), which integrate with custom applications (e.g., Java and Python) that are developed, deployed, and operated on Confluence and Red Hat software. The system was migrated to the Amazon Web Services (AWS) cloud platform in 2019 and has been running on that platform since then.

FFM connects with over 800 issuers enabling data sharing and claims processing in the cloud in compliance with CMS analytical algorithms. A feature of the FFM system is its innovative way of adapting to meet the unique needs of each of the 50 states through interfaces with **health insurance companies and the IRS. Some states use the system's full functionality, and others use the system solely for essential eligibility functions.** FFM consists of seven subsystems and has real-time integration with external systems (e.g., IRS, SSA, and DHS) to validate eligibility. FFM is utilized in multiple locations across the country annually by over 1,000 internal and 10 million external users to enroll in qualified health insurance plans.

Services delivered

A rescue of the website began in November 2013, and in January 2014, the federal government hired Accenture as the prime contractor for application maintenance, system modifications, cloud-based operations, project management, cybersecurity vulnerability mitigation, network and system engineering, capacity planning, performance testing and monitoring, and batch processing. In just six weeks, Accenture mobilized more than 500 skilled professionals to transition the system from the original vendor to Accenture at an unprecedented speed.

Working closely with the original vendor, Accenture quickly achieved CMS' objective to stabilize and enhance HealthCare.gov. A collaborative and comprehensive transition plan was created that mitigated the risk and enabled Accenture to begin hands-on delivery.

Within eight weeks, Accenture delivered significant technical enhancements to the website, stabilizing it during the peak of HealthCare.gov's initial enrollment period. This enabled millions of Americans to securely enroll in health insurance.

Accenture is responsible for stabilizing, securing, and improving the website, maintaining hardware/software, and developing additional systems and interfaces while managing maintenance and operations. In addition to providing issuers with a complete data processing environment, Accenture developed an innovative solution that each issuer owns and operates. The FFM modernization projects for HealthCare.gov include Accenture as the prime contractor, four other vendors responsible for different areas of the system, contractors in all 50 states, insurance companies, and the IRS.

The FFM Service Desk, a multi-tier service desk, is managed and operated by Accenture in partnership with CMS. CMS is responsible for Tier 1 support. Accenture is responsible for Tier 2 and Tier 3 support using the Information Technology Infrastructure Library (ITIL) standards and framework. Additional support services include security, maintenance, and system interoperability. More than 50,000 issues were triaged and resolved by the FFM Service Desk between 2015 and 2022.

Accenture has successfully operated through seven open and special enrollment periods in collaboration with CMS and other FFM stakeholders to support 45 million enrollments and \$200 billion in total payments since 2015. Accenture's contract has been renewed three times and is ongoing through January 10, 2027.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

1. Integrates with at least two applications, one of which is a COTS: FFM consists of seven subsystems that interface with each other and integrate with external systems including COTS packages like Salesforce with custom-developed components built and deployed upon **software by Confluence and Red Hat**. FFM's seven subsystems include Eligibility and Enrollment, Stand-Alone Eligibility, Plan Management, Financial Management, Marketplace Consumer Record, Insurance Enrollment System and the Document Storage and Retrieval System.
2. Interfaces with at least five external systems, at least one of which is real-time: FFM interfaces with internal CMS components and systems external to CMS, including 27 state systems to support account transfers. FFM has real-time integrations with IRS, SSA, and DHS systems to validate eligibility via the CMS HUB. For issuer support, the System Exchange Enrollment Data application integrates with FFM. For eligibility support, the Eligibility Support system integrates with FFM for DMI/SVI adjudication. The Eligibility Support Desktop Change Utility Tool integrates with FFM to assist with appeals and eligibility determinations of consumers. The Next Generation Desktop integrates **with the FFM for call center support**. For issuer payment, it interacts with CMS' HIGLAS general ledger and payment system.
3. Is accessed by at least 1,000 users at multiple locations: FFM is used by over 1,000 internal users and 10 million consumers annually to enroll in qualified health insurance plans across 34 states.
4. Has a contract value of at least \$10,000,000 dollars: The FFM contract value is \$1.36 billion over 13 years.

5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms: The FFM solution includes multi-tiered processing, including online, API-based, and batch processing, with data integration for internal and external partners. FFM is highly tuned to support evolving consumer needs—the customer facing front-end is optimized for multiple user interface platforms. Accenture conducts significant performance testing and tuning in close collaboration with CMS to ensure FFM is aligned with CMS' objectives for each open enrollment period.

ME-F2 EXPERIENCE DETAILS

Accenture has been performing operational activities for CMS on the HealthCare.gov project since the beginning of the project in January 2014. These operational activities include performing network engineering, cybersecurity vulnerability mitigations, capacity planning, performance testing, performance monitoring, and batch processing.

Operational activities

Our operational activities for HealthCare.gov focus on performing the maintenance activities necessary to maintain a high level of service. For FFM, these operational activities include:

- Executing incident, problem, defect management
- Author functional and technical design documents
- Performing system testing and provide UAT support
- Executing batches, identify issues, take corrective actions, and create batch execution statistics dashboard/reports
- Monitoring the application and the interfaces, identify issues and error handling
- Providing domain knowledge and functional expertise (Medicaid)
- Conducting performance testing and tuning
- Manage communication with stakeholders and users
- Creating and maintaining runbooks for job aids/standard operating procedures (SOPs)
- Supporting ad hoc data requests
- Upgrading third-party vendor software

Development and testing teams can now click a button to automatically provision new environments in AWS. They can also click a button to deploy software releases to those environments. This includes checking out the versioned code from the repository, building the software, checking code quality, running it through a battery of automated tests, validating performance and moving the software items into the environment. We have moved from fully manual processes, which are time-intensive and error-prone, to a fully automated Development and Operations (DevOps) capability.

Operations monitoring

Our approach for business operations general support meets issuer and consumer needs and correctly processes ~20M applications and ~8.4M+ enrollments each year. We do this through continuous 24/7 system monitoring, mature alerting processes, and tiered incident responses based on statements of procedures (SOP). We utilize early-warning monitoring alerts of operational anomalies before they affect system performance. Our early-warning alerts are based on threshold assessments continuously reviewed and revised to enable accurate alerting. We work collaboratively with CMS people and organizations on ~10,000 operational requests and incidents annually. Using our processes, tools, and skilled resources, we provide insight and analysis for troubleshooting and provide FFE organizations with clear recommendations to address emerging issues, even when the issue belongs to another area.

Operations security

We continuously monitor FFE operations for compliance, advanced threat protection, and fraud vulnerabilities using our security methodology, including monitoring, assessment, and communication approach is aligned to the National Institute of Standards and Technology (NIST) Risk Management Framework (RMF). We perform Security Impact Assessments and vulnerability scans for all new capabilities. We collaborate with CMS to implement and revise pre-defined plans and actions to escalate detection of potential security and privacy issues. Our security and privacy approach has been demonstrated to support four authority to operate (ATO)s, more than 1,600 monitoring alerts, and ~1,100 security tickets annually.

System engineering

Accenture teams collaborate at all stages of the application lifecycle. We are the prime contractor for enhancing FFM and we deliver over 20,000 hours of enhancement work annually. Our system engineering work includes incremental releases following the Accenture Delivery Methods (ADM) that include phases for Analysis, Design, Build, Testing, and Deployment. We continue to make changes to the system to support ongoing program needs to align with policy and regulatory changes and to continually enhance the system to build in efficiencies and automation to reduce manual workload. Our engineers facilitate working sessions to align stakeholder, engineer/design, and development teams to create story mapping and user experience designs. Based on these outputs, user stories and companion guides are finalized to create functional and technical design documents.

Capacity planning

Our capacity management and planning approach uses a baseline capacity map for FFE services, which documents component capacity, expected usage, and performance requirements. Accurate capacity planning and reporting the usage parameters of all instances helps to ensure the right workload size for the application. The applications hosted in the cloud and on-premises support the resiliency and high availability. As modified or enhanced capabilities are being planned, we evaluate their expected performance impact. We identify adjustments to maintain required performance and capacity, obtain CMS approval, and schedule through the standard CMS release management processes. We conduct regular performance tests to validate FFE capacity and performance requirements are met. We collaborate with CMS and other FFE organizations for release oversight using standard processes and tools and use tailored risk and escalation processes for release-related risks.

Our approach to align release plans with industry best practices is grounded in our use of these practices for software release and deployment management in alignment with CMS standards, including SAFe Agile. We evaluate new technology at least quarterly to improve FFE performance, operability, portability, elasticity, resilience, and agility.

We use information from our pre-defined action plans and monitoring teams to rapidly identify the code or configuration changes required **for resolution. Accenture's rapid response approach and use of a cross-skilled monitoring team** enables immediate response to CMS and assistance to other Application Development Organizations (ADO)s, to help minimize risk to FFE operations. Successful operation of FFE requires that the system maintain maximum availability for users. Our overall approach for software release and deployment management delivers maximum system availability through disciplined and collaborative processes.

Performance testing

Accenture conducts performance testing to evaluate the speed, responsiveness, and stability of the application under a simulated user workload. Before open enrollment (OE), we conduct performance testing at varying loads as well as targeted performance testing for peak operational periods in a production-like environment. We then execute performance testing in a real production-sized environment with production-level data to meet and exceed expected consumer traffic volumes against the system without impacting production data. For example, we conduct extensive pre-OE performance testing, including tabletop exercises, resiliency testing, and simulated system failure drills. Our performance testing approach proactively identifies potential FFE anomalies and allows us to prevent OE issues and rapidly remediate issues, working with **cross-exchange participants and improving consumers' OE experience. The insights from these** performance tests are used to deliver new enhancements ahead of peak traffic (e.g., query tuning, data cleanups, infrastructure scaling).

We analyze the production-sized performance test results against Accenture and CMS-approved service level agreements to identify and remediate potential issues. Based on CMS approval, our recommendations are implemented in FFE or other FFE participant infrastructure, databases, and applications to resolve performance related concerns.

We review and provide guidance to external vendors on testing models and results and explain our data modeling techniques to teach vendors about the significant performance impacts for specific data and use cases. This improves understanding of cross-exchange performance behaviors and enables critical observations of application, business, and infrastructure performance during peak system load and yields risk-mitigating actions.

Exceptional production monitoring detects potential issues (ours and other vendors) and allows us to resolve them before they have impact. Exceptional performance testing allows CMS to right-size infrastructure enabling stable operations at the lowest needed cost.

Performance monitoring

Our approach for 24/7 continuous monitoring uses an integrated monitoring toolset to generate early-warning alerts of potential issues. We provide a full view of application and system performance and share alerts with our Tier 1 support team and potentially affected Application Development Organizations (ADO)s. We rapidly and collaboratively analyze anomalies and use pre-defined action plans to

determine and remediate the root cause. We have more than 2,800 early-warning alerts, each with a pre-defined action-plan to accelerate analysis and remediation actions for quickly implementing fixes.

We use monitoring insights to create dashboards that tie multiple monitoring data sources together and provide an integrated view of FFE monitoring. We create, maintain, and share a set of high-level dashboards for an overview of system performance and stability. These dashboards trend with an even larger suite of dashboards to display more granular data critical to rapid triaging. We also share over 200 fine-grained dashboard variations across database, network, security, and cross-exchange monitoring categories.

We use ticket tracking services to monitor issue troubleshooting and inquiry progress and further support resolution communication using a real-time messaging platform to provide ticket updates and collaborate with key stakeholders. During peak periods, such as OE, we also utilize 24/7 eyes-on-glass, on-site monitoring and meet with key stakeholders daily to effectively manage system load. Our on-call resources have the breadth and depth of skills to detect and act on any unexpected system variations.

Batch processing

Rescuing the website required immediately instilling technology discipline, along with significant investment in automation and tooling. Batch operations occur in the production environment for the backend of HealthCare.gov to bulk process healthcare application and enrollment metadata to fulfill needs defined by the business. The Accenture Batch Operations team manages a series of batch scripts which process hundreds to millions of consumer records for several core functional areas. This management can include overseeing schedules, executions, metrics analysis, failure triages, and client and external stakeholder communication and support.

Some key batch successes include:

- Executing 40,000 automated one-time, daily, monthly, and yearly batch jobs across eligibility and enrollment, plan management, and financial management services
- Collaborating with CMS and other key stakeholders during daily or ad hoc calls to effectively schedule and communicate batch job operations
- Processing off-cycle plan data updates from issuers using an efficient batch process to ensure the continual display of accurate plan data for consumers
- Using pre-defined reports to share the status of each job and meet individual needs of stakeholders
- Performing thorough reviews of batch job results against expected outcomes to identify anomalies, escalate concerns, and rapidly institute fixes (if needed)

Over 60% of jobs have been automated and require minimal oversight.

Event-based processing

The primary instance of event-based processing on the CMS FFM program is for enhanced direct enrollment (EDE) partners. EDE partners use the event-based processing APIs for the following use cases:

- To get real-time updates to enrollment, application, and verification issue data
- To understand if a data matching issue has been created when a submitted application has gone through certain processing
- To provide consumers/agents with updated data matching issue/SEP verification Issue information on their UIs to improve the resolution of these issues on EDE platforms

Additionally, event-based processing is used within our correspondence framework to retry failed email attempts for consumer notifications. Accenture maintains a common event architecture through a particular event product and continuously verifies alignment with the most recent product updates.

Project #6	Contact #6
Company Name: State of Iowa, Department of Human Services (DHS)	Contact Name: [REDACTED]
Project Name: Eligibility Integrated Application System (ELIAS)	Contact Title: [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year) September, 30, 2012 through September, 30, 2022 Maintenance-only extension: October, 1, 2022 through September, 30, 2032	Address: [REDACTED] [REDACTED]
Contract Duration (months): 239 months	Phone Number: [REDACTED]
Contract Amount: Greater than \$200,000,000	Email: [REDACTED]
Project Type (check all that apply): <input checked="" type="checkbox"/> Prime Contractor <input type="checkbox"/> Subcontractor <input checked="" type="checkbox"/> HHS Systems <input type="checkbox"/> Other	

Describe the services provided:

EXPERIENCE SUMMARY

Accenture has nine years of prime contractor experience performing operational activities including system engineering, capacity planning, performance testing, performance monitoring, and batch processing for the ELIAS Eligibility solution, a system that meets the

definition of a large and complex IT system. The original project completed in September 2022 and the maintenance-only extension is currently ongoing; therefore, our experience on ELIAS exceeds the requirement stated in F2.

PROJECT DESCRIPTION

The Iowa Department of Human Services' mission is to "help lowans achieve healthy, safe, stable, and self-sufficient lives through the programs and services we provide." To do this, the State wanted to replace its 35-year-old eligibility system with a system that could perform functions necessary to support the CHIP/Medicaid eligibility, tax credit eligibility, eligibility using MAGI data via an interface to Federal data hub, and premium collection for enrollment. There are over 500 statewide internal ELIAS users. The project goal is to support the state's efforts to meet federal guidelines, improve customer services, reduce technology costs, and integrate eligibility processes across several human service and health programs to serve over one million vulnerable lowans (external users) every year.

The State of Iowa selected Accenture as the prime contractor to dramatically restructure how eligibility is processed to meet new requirements and the volume of applicants under the Affordable Care Act's seven standards and conditions. To achieve this, we configured and customized the Accenture Citizen Self Service Portal (ACSSP) and Accenture Benefits Management System (ABMS) components of the Accenture Human Services Suite (AHSS) to modernize and replace the agency's legacy eligibility system. The new modern system in production is called Iowa Integrated Eligibility System (ELIAS) which supports Medicaid, Children's Health Insurance Program (CHIP) and Presumptive Eligibility for thousands of lowans. ELIAS administers over \$5 billion in CHIP and Medicaid expenditures annually. ELIAS employs passive renewal processing to automate program renewals year to year for up to 70% of the client base.

Technical solution

Since our first release to production of the Self-Service Portal on October 1, 2013, Accenture has been responsible for the maintenance and operations of the ELIAS system. Our maintenance and operations (M&O) scope of work involves the Accenture Human Services Suite COTS product for integrated eligibility, an Oracle database, Oracle middleware, Adobe Experience Manager (AEM), and BMC Control-M. This includes regular hotfix releases for incident/defect/patch deployments as well as scheduled monthly maintenance activities. M&O encompasses maintenance and coverage of long-term audit capabilities under state and federal requirements for case data.

We use the Scaled Agile Framework (SAFe) for design, development, and implementation (DDI), which includes a robust discovery phase to design and elaborate bodies of work into refined user stories that are picked up by the delivery scrum teams in sprints. This structure allows teams to continuously communicate and provide feedback through the DDI lifecycle to regularly align priorities and business objectives. The key success factor to this approach is the program increment planning events held every eight weeks, where the entire team aligns on priorities and business objectives for the next eight weeks and hardens the plan by refining the backlog, identifying and resolving risks and dependencies, and solidifying the release plan.

Services delivered

In October 2013, we implemented the self-service and worker portals integrated eligibility system to comply with Affordable Care Act (ACA) regulations. In 2014, CMS recognized Iowa as one of the Top 5 states for implementing MAGI Medicaid for ACA based on the

team's throughput of transactions using account transfer. As a result of our efforts, DHS was able to reduce case worker application processing time from over five hours to one hour following our full implementation of the Worker Portal (Accenture Benefits Management System).

Accenture is responsible for application maintenance, system modifications, operations, system engineering, capacity planning, performance testing, performance monitoring, and batch processing. Accenture has also supported two transitions with ELIAS. First, we initiated and supported a transition to implement the new ELIAS system. This included migrating large volumes of existing data to a new system and then supporting the agency as they transitioned away from the legacy system and into the new systems. Second, in September 2022 we transitioned from our first contract to a new maintenance contract which is ongoing.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

1. Integrates with at least two applications, one of which is a COTS: The state purchased ELIAS as a COTS solution to replace their existing mainframe legacy system as part of the 2012 Affordable Care Act. The ELIAS system is comprised of three portals: Medicaid Presumptive Eligibility Portal (MPEP), Self-Services Portal (SSP), and Accenture Benefits Management System (ABMS).
2. Interfaces with at least five external systems, at least one of which is real-time: The ELIAS system has over 70 interfaces in production, including 34 real-time web services. Examples of interfaces include CMS FDSH Account Transfer, SSA, SOLQ-I, RIDP Remote Identity Proofing, and IRS income verification, which interact with various agency, state, or federal partner systems and are critical for supporting the inputs and outputs of the three portals.
3. Is accessed by at least 1,000 users at multiple locations: The MPEP is used every day by state contractors, called Qualified Health Entities, that assist applicants in applying for presumptive and ongoing Medicaid coverage. The SSP is used by applicants and members to apply for SNAP, Medicaid, and Cash Assistance Programs. The SSP Portal is accessed up to 800,000 external users annually. The ABMS worker portal, where applicant and member information are stored and Medicaid eligibility is determined, is accessed by up to 1,100 agency case workers daily.
4. Has a contract value of at least \$10,000,000 dollars: **ELIAS' contract value is greater than \$200 million.**
5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms: The SSP can be rendered on multiple user interface platforms, including mobile devices for a user-friendly experience. The SSP also contains functionality for applicants and members to create an account, elect paperless communications, view and upload case information, report changes, and complete Medicaid renewals electronically.

ME-F2 EXPERIENCE DETAILS

Accenture has been performing maintenance and enhancement operations for ELIAS since 2013. Our operational activities include network engineering, cybersecurity vulnerability mitigations, capacity planning, performance testing, performance monitoring, and batch processing.

Operational activities

Our operational activities focus on performing the maintenance activities necessary to maintain a high level of service. For ELIAS, these operational activities include:

- Executing incident, problem, and defect management
- Authoring functional and technical design documents
- Performing system testing and providing UAT support
- Executing batches, identifying issues, taking corrective actions, and creating batch execution statistics dashboard/reports
- Monitoring the application and the interfaces, identifying issues, and error handling
- Providing domain knowledge and functional expertise
- Conducting performance testing and tuning
- Managing communication with stakeholders and users
- Creating and maintaining runbooks for job aids/standard operating procedures (SOPs)
- Supporting ad hoc data requests
- Monitoring Security Information Event and Management (SIEM) activity and triage alerts
- Performing Minimum Acceptable Risk Standards for Exchanges (MARS-E) audits and evidence reviews
- Exercising Disaster Recovery (DR) tabletop and simulation scenarios
- Upgrading third party contractor software

ELIAS is available and accessible 24/7/365 except for scheduled downtime. The solution is architected to be up when nightly batch is running. Requests to approve scheduled downtime go through the Change Advisory Board (CAB) process. Prior to scheduled downtime, diligent planning activities are completed to provide a greater lead time and minimize the actual scheduled downtime.

System Engineering

Accenture currently serves as the prime enhancements contractor for the ELIAS system and delivers approximately 120,000 to 200,000 hours of enhancement work annually adhering to the Accenture Delivery Methods (ADM) across incremental releases that include the following phases for analysis, design, build, testing, and deployment. We continue to make changes to the system to support ongoing program needs to align with policy and regulatory changes and to continually enhance the system to build in efficiencies and automation to reduce manual workload. We recently engineered/designed and implemented enhancements in the Self-Service Portal (SSP) to allow clients to submit annual review documentation as well as report changes in their application.

Capacity planning

At ELIAS, we monitor capacity levels to find the optimal levels of operations. We do this by planning and helping to determine the budgeting and scaling of the on-premises environments. The capacity planning process we use includes steps for examining, analyzing, and planning. Examining involves collecting performance and capacity data. Analyzing and planning include monitoring, measuring, analyzing the performance of resources, and establishing capacity baselines which profile the use of resources and establish an understanding of resource demand. Planning helps us access the volumes of resources to enable forecasting and planning across the environment.

From a delivery perspective, the team employed Scaled Agile processes to establish eight-week program increments (PIs) to target prioritized business objectives. This process allowed the team to gain a clear understanding of the business requirements from state product owners and right size to map skills to the bodies of work planned for the PI. Overall, the team achieved 98% of the target sprint goals over the course of the engagement, well above the 90% benchmark for large-scale Agile engagements.

Performance testing

We use a variety of robust testing tools to create, maintain, and execute automated test scripts. The performance test simulates peak load on the infrastructure in a production-like performance environment by executing the most frequently used transactions. The workload mix includes critical business processes to replicate the online load, which we select based on high-frequency transactions and business criticality. The performance testing measurement validates the performance readiness of the release for deployment, and is testing comprised of load, endurance, and stress, which identifies the breaking point of the system under extreme load and determines the stability of the system. We analyze and report the test results and then compare the server response times for each performance category against application SLAs, capturing the server metrics. We analyze high response time or resource utilization scenarios and take corrective actions as needed. The Accenture team consistently delivers 99.99% uptime for ACSSP and MPEP and 99.99% uptime for the ABMS worker portal (measured against available business hours).

Performance monitoring

Performance monitoring and alerting are ongoing 24/7/365 activities performed using various monitoring tools including MicroFocus, ArcSight, Oracle Enterprise Manager (OEM), ServiceNow (SNOW), and Control-M. These activities are achieved via automation and onsite staffing to confirm uninterrupted availability of ELIAS. These tools provide the ability to track specific events, application availability, and defined system thresholds. They include report-generating information such as availability, resource utilization, and other statistics. The Operations Center monitors critical application components, alongside intrusion and hacking attempts. In case of loss of connectivity to any application component, the Operations Center prioritizes events based upon criticality of the device in question and notifies the Iowa team.

All events are logged, and in the event of malicious activity, escalated to an incident. When predefined operational thresholds are surpassed or component failures are detected, monitoring tools automatically generate alerts to notify the Operations Center analyst. Once the alert is received, the Operation Center staff members will perform a high-level analysis to determine the severity and then notify

the Level 3 maintenance team to investigate, where resources are then coordinated to resolve the issue. Depending on the severity of the issue, the ELIAS team will also be notified. The team also monitors file transfers between systems.

Performance management processes include:

- Monitoring cloud and on-premises environments for performance management
- Deploying tool sets to facilitate the collection of performance requirement metrics
- Performing analysis to describe continuous system monitoring, detecting anomalous conditions, assess the performance impact, initiation corrective actions, and restore the system to normal
- Reporting to describe how metrics are compiled, reported, and reviewed monthly

In 2022, we achieved a 100% rate for both a) incident response and resolution times for high incidents (24 hours respond/five days resolve) and b) critical incidents (two hours respond/24 hours resolve) to allow the ELIAS system to continue to serve Iowans.

Batch processing

Many batch processes on ELIAS are automated, involving repetitive eligibility and case management tasks. ELIAS uses Control-M to automatically control the batch operations and monitoring. This allows for efficient and repeatable execution of over 5,500 daily batch jobs run per month to support the ELIAS functionality. Through a deep-dive review of database queries and source code for our batch and interface job inventory, we were able to cut our overall production batch timing down significantly, with per-job improvements for a dozen jobs from hours to minutes. In terms of percentages, our improvements to these jobs ranged from 60% to 97% reductions in timing after refactoring code and tuning queries across the board. **The Accenture team's streamlined batch processing has now been turned over to the State for day-to-day management.** The state administers the tool, while the Accenture team manages the batch jobs.

ELIAS uses Adobe Experience Manager (AEM) to generate forms from templates via batch jobs, such as Passive Renewals, Notice-of-Actions, Request for Information, and Discountenances. AEM is also used to create and update the forms and their templates in the forms repositories. The average monthly generation is 51,222, equating to over 615,000 notices in six months. Other batch processes update data within the Iowa database and externally via batch interfaces. The SFTP method is used for transferring files to batch interface partners. ELIAS is architected to remain up when nightly batch processes are running, with most batch jobs running on a nightly basis. Accenture maintains numerous Federal Data Services Hub (FDSH) interfaces including the account transfer process to the Federally Facilitated Marketplace (FFM), and income and identity interfaces to support streamlined verifications. This includes developing specialized encryption routines to be compliant with IRS data sources.

Minimum Experience ME-F3	
Requirement ME-F3: Prime Contractor experience with a minimum of one (1) large and complex IT System Project involving a minimum of three Contractors with responsibility for different areas of the system. The Project(s) must have been completed or ongoing within the last ten (10) years.	
Project #1	Contact #1
Company Name: California Statewide Automated Welfare System (CalSAWS) Consortium	Contact Name: [REDACTED]
Project Name: California Statewide Automated Welfare System (CalSAWS) (prior project name was the LEADER Replacement System (LRS), which is now called CalSAWS)	Contact Title: [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year) LRS/CalSAWS November, 7, 2012 through April, 30, 2025	Address: [REDACTED] [REDACTED]
Contract Duration (months): 149 months	Phone Number: [REDACTED]
Contract Amount: LRS/CalSAWS \$1,978,880,464	Email: [REDACTED]
Describe the services provided: ME-F3 EXPERIENCE DETAILS <p>The CalSAWS Consortium included Accenture and six other contractors responsible for different areas of the system. The Consortium monitors and oversees the work of all CalSAWS contractors for the DD&I and M&O phases of the CalSAWS Project. The Consortium acts as the liaison between stakeholders such as state and federal program sponsors, the JPA Board of Directors, Project Steering Committee, counties, interface partners, and advocates. The Accenture Project team currently provides M&O services as defined in the M&O Services Plan during the DD&I and M&O phases of the CalSAWS Project. The Accenture Project team oversees and performs the management, operations, maintenance, and enhancements for CalSAWS.</p> <p>Accenture's interaction with other contractors includes the following:</p> <ol style="list-style-type: none"> 1. AWS: AWS provides M&O services as defined in the CalSAWS AWS Agreement during the M&O phases of the CalSAWS Project. AWS provides and maintains the AWS cloud-hosted architecture and performs hosting services for the CalSAWS application. Accenture and AWS are in constant communication and collaboration. The Accenture/AWS strategic relationship is one of the strongest and 	

most powerful in the industry today. Accenture has worked through challenging incidents and significant successes on CalSAWS, from storage constraints to improved batch mass changes requiring just 10% of the time the legacy system (LRS) required. AWS and Accenture are the largest and most influential actors in our industries—together, Accenture and AWS are the premier partnership for CalSAWS, the largest and most influential integrated eligibility system in the United States.

2. Hyland Software: The Hyland Software Project team provides M&O Imaging services as defined in the CalSAWS Accenture Amended, Restated, and Revised LRS Agreement, Exhibit Z (Statement of Services for CalSAWS Imaging Project) during the DD&I and M&O Phases of the CalSAWS Project. The Hyland Project team oversees and performs the management and operations of the AWS cloud-hosted Hyland Imaging Solution. Accenture, working collaboratively with the Consortium, Hyland, and other impacted contractors, led and facilitated the expansion of the Hyland SaaS offering to meet the CalSAWS performance requirements after the C-IV Counties went live on CalSAWS in October 2021.
3. EY (formerly Cambria): The EY (formerly Cambria) Project team provides M&O services as defined in the OCAT Agreement during the DD&I and M&O phases of the CalSAWS Project. The EY Project team oversees and performs the management, operations, maintenance, and enhancements for the OCAT application. Accenture collaborated with EY and several other contractors to develop the interfaces between OCAT and CalSAWS.
4. Gainwell: The Gainwell Project team provides M&O services as defined in the CalSAWS Central Print Services Agreement during the DD&I and M&O phases of the CalSAWS Project. The Gainwell Project team provides the technical services necessary to support the General Assistance/General Relief (GA/GR) correspondence and oversees and performs the management, operations, and delivery of Central Print Services, including planning, designing, managing, and operating the primary and backup print facility sites. For both Central Print and GA/GR, Accenture worked with Gainwell to assist them in their services to CalSAWS. Gainwell won the Central Print procurement (Accenture did not bid) and Accenture facilitated the seamless transition of print services. Regarding GA/GR, Accenture led the design and implementation efforts, coordinating with Gainwell over a period of more than two years to extract the necessary information to successfully automate the CalWIN GA/GR rules into CalSAWS.
5. Deloitte: The Deloitte Project team provides M&O services as defined in the CalSAWS Statewide Portal/Mobile (BenefitsCal) SOW during the DD&I and M&O phases of the CalSAWS Project. The Deloitte Project team oversees and performs the management, operations, maintenance, and enhancements for the BenefitsCal application. Accenture worked closely with Deloitte as they joined the CalSAWS Project to assist them in becoming familiar with the CalSAWS culture and environments. Throughout the development of BenefitsCal APIs, Accenture collaborated closely with the Deloitte team to review, develop, and test the APIs to confirm they were performant.
6. ClearBest: The ClearBest Project team provides QA services as defined in the CalSAWS QA Services Agreement during the DD&I and M&O phases of CalSAWS. Accenture and ClearBest have worked together as the Consortium's primary contractor-partners, ensuring open and transparent communication so ClearBest could perform their QA responsibilities.

Accenture has been working with the CalSAWS Consortium for over two decades. Accenture was the prime system integrator for C-IV, LRS, and CalSAWS. Accenture currently serves as the prime M&O contractor for the CalSAWS system and prime system integrator for migrating

the remaining 16 counties. Accenture's duties span Infrastructure and M&E. As part of the CalSAWS DD&I project, Accenture is nearing completion of the migration of the Consortium's system (C-IV, LRS, CalWIN) into a single, seamless, AWS cloud-based solution.

Project #2	Contact #2
Company Name: State of Ohio, Department of Administrative Services (DAS)	Contact Name: [REDACTED]
Project Name: Ohio Benefits	Contact Title: [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year) February, 20, 2013 through June, 30, 2023	Address: [REDACTED] [REDACTED] [REDACTED] [REDACTED]
Contract Duration (months): 124 months	Phone Number: [REDACTED]
Contract Amount: \$530,000,000	Email: [REDACTED]
Describe the services provided:	
<p>EXPERIENCE SUMMARY</p> <p>At Ohio Benefits, a large and complex IT system, Accenture is the prime contractor, with experience interacting with three additional contractors responsible for different areas of the system, and therefore our experience on Ohio Benefits alone exceeds the requirement stated in F3.</p> <p>PROJECT DESCRIPTION</p> <p>The Ohio Benefits program is a mature enterprise system that streamlines health and human services program delivery through standardized business processes which improve client outcomes. Ohio Benefits was initiated in 2012 to transform Ohio's enterprise integrated eligibility and health and human services system. It was designed to replace the 30-year-old Client Registry Information System, Enhanced (CRIS-E). The primary function of CRIS-E was benefit eligibility determination for beneficiaries of the Ohio Department of Job and Family Services (ODJFS) and Ohio Department of Medicaid (ODM) programs.</p> <p>Ohio Benefits first went live in October 2013, and currently supports eligibility determination and benefit distribution for the State's Medicaid (including CHIP), SNAP (including P-EBT), Cash (including Temporary Assistance for Needy Families (TANF) and Refugee Cash Assistance),</p>	

and Child Care programs. Ohio Benefits supports over 3 million residents and is used by over 10,000 county users across multiple locations in 88 counties.

Technical solution

Ohio Benefits integrates multiple COTS products including the Accenture Public Service Platform, IBM Cognos, Informatica Master Data Management, Adobe Experience Manager, and Tableau. Accenture implemented and supported Ohio Benefits with an innovative and **scalable infrastructure designed for high availability, stability, and performance using Oracle's Private Cloud platform**. Accenture implemented Oracle Linux virtual servers, Oracle databases, a series of Oracle Middleware products, and other software on this platform. Over time, Accenture implemented five key portals for the program: Citizen Self-Service Portal, Worker Portal, Provider Portal, Presumptive Eligibility/Deemed Newborn Portal, and Business Intelligence (BI) Portal.

The system supports integration with 47 state, agency, and other external interface partners and systems, including approximately 85 data exchanges (both real-time web services and file-based transfers). Interface partners include federal agencies such as the SSA, CMS, DHS, and IRS. Seven million real-time transactions are exchanged each month with various interface partners.

Benefit issuance data is transmitted to SNAP and Cash issuance contractors to deliver more than \$2.25 billion in annual SNAP payments, more than \$180 million in annual Cash payments, and over \$1 billion in P-EBT benefits since the beginning of the COVID-19 public health emergency. Real-time data is exchanged with the State's MMIS system, MITs, to support Medicaid service delivery for more than 3 million Ohioans. The system is architected for multi-tiered processing, including a user-facing front end designed to adapt to multiple user interface platforms (e.g., laptops, phones, and tablets).

Services delivered

In February 2013, Accenture was awarded the contract for Design, Development, and Implementation (DDI) for implementing the Medicaid, SNAP, TANF, and Child Care programs into Ohio Benefits and subsequent M&O services to support the administration of programs in the production environment. Accenture has served as the prime contractor for this project since inception, and the current contract ends in June 2023. The contract value for the Ohio Benefits contract is approximately \$530 million.

Accenture's infrastructure support for Ohio Benefits includes operations, performance testing, performance monitoring, security, network engineering, cybersecurity vulnerability testing and mitigation, capacity planning, and managing hardware and software. Accenture's application M&O support includes application maintenance, system modifications, system engineering, capacity planning, performance testing, performance monitoring, batch processing, data conversion, and project management.

Accenture also supports the Ohio Benefits solution via a multi-tier service desk (tiers 1, 2, and 3) using the Information Technology Infrastructure Library (ITIL) standards and framework. Accenture is responsible for all phases of the enhancement software development lifecycle, including Analysis, Design, Development (Build) and Test, User Acceptance, Deployment, and Post-Deployment.

Accenture partners with multiple contractors on the program, including Deloitte for organizational change management services, Northwoods for electronic document management services, and Cincinnati Bell (CBTS) for computer telephony integration and interactive voice response services.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

1. Integrates with at least two applications, one of which is a COTS: Ohio Benefits is based on multiple COTS products including the Accenture Public Service Platform, IBM Cognos, Informatica Master Data Management, Adobe Experience Manager, and Tableau. **Ohio Benefits runs on dedicated infrastructure leveraging Oracle's private-cloud platform:** Oracle Exadata systems, Oracle Private Cloud Appliances, and Oracle ZFS storage, along with other third-party hardware security and operations components such as Micro Focus ArcSight and Veritas NetBackup.
2. Interfaces with at least five external systems, at least one of which is real-time: Ohio Benefits implements 85+ interfaces across 47 partners, including both State and Federal partners, such as the IRS, SSA, Accuity (Asset Verification – real-time), Central Print, Ohio Department of Health and Human Services (public assistance reporting), and Ohio Department of Developmental Disabilities (waiver eligibility information), among other partners. Batch and real-time interfaces are implemented leveraging Axway API gateway.
3. Is accessed by at least 1,000 users at multiple locations: Ohio Benefits supports over three million residents, and over 120,000 users access it across multiple locations.
4. Has a contract value of at least \$10,000,000 dollars: The Ohio Benefits contract value is over \$530 million.
5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms: Ohio Benefits includes multi-tiered processing with a mobile-friendly, customer-facing front end for Self Service Portal (SSP) for Ohio residents.

ME-F3 EXPERIENCE DETAILS

Ohio Benefits includes Accenture and three other contractors responsible for different areas of the system. The contract is ongoing through June 30, 2023.

Minimum of three contractors with responsibility for different areas of the system

The Ohio Department of Administrative Services (DAS) monitors and oversees the work of all Ohio Benefits contractors during all phases of the project. DAS acts as the liaison between multiple stakeholders, including Accenture and the three other Ohio Benefits IE system contractors. The responsibilities of the various system contractors include:

- Accenture: The project team currently provides services including security, helpdesk, application maintenance, system modifications, system engineering, capacity planning, performance testing, performance monitoring, batch processing, data conversion, infrastructure, and project management. Accenture interacts with all other contractors regularly.
- Northwoods: Responsible for the Enterprise Document Management System (EDMS). Accenture built and continues to maintain the interfaces with this partner.

- **CBTS:** Responsible for the IVR solution and telecom contractor. Accenture built and continues to maintain interfaces with this partner. Accenture also directly managed the co-location relationship with CBTS from 2013 through 2020, when the state decided to move to a consolidated space under a separate state contract.
- **Deloitte:** Responsible for organizational change management (OCM).

Our multi-contractor approach is focused on centralized governance, open communications, aligning cultures, and proven methods that bring contractors together as one team. We work with the Ohio Benefits Program PMO, project management, and the operations teams to provide a single point of management and consistent processes across organizations.

Project #3	Contact #3
Company Name: Centers for Medicare and Medicaid Services (CMS)	Contact Name: [REDACTED]
Project Name: HealthCare.gov/Federally Facilitated Marketplace (FFM) (including FFM, FFM Bridge and FFE)	Contact Title: [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year) January, 11, 2014 through January, 10, 2027	Address: [REDACTED] [REDACTED]
Contract Duration (months): 156 months	Phone Number: [REDACTED]
Contract Amount: HHSM-500-2014-00191C: \$198,111,211 HHSM-500-2015-00246C: \$842,454,559 HHSM-500-2016-00003I/75FCMC21F0001: \$205,006,767 HHSM-500-2016-00003I/75FCMC21F0002: \$322,884,001 Total: \$1,363,449,771	Email: [REDACTED]
Describe the services provided:	

EXPERIENCE SUMMARY

At HealthCare.gov, a large and complex IT system, Accenture is the prime contractor working with four other contractors responsible for different areas of the system, as well as contractors in all 50 states, insurance companies, and the IRS. The contract is ongoing through January 10, 2027, and therefore our experience on HealthCare.gov exceeds the requirement stated in F3.

PROJECT DESCRIPTION

Through the 2010 Patient Protection and Affordable Care Act (ACA), new health insurance exchanges were created at both the state and federal levels. These exchanges are public-private marketplaces where Americans can securely shop for health insurance plans and apply for a tax subsidy simultaneously with multiple insurance companies. HealthCare.gov, the eligibility website for the federal exchange, is the front door for the Federally Facilitated Marketplace (FFM). Ancillary systems include FFM Bridge and Federally Facilitated Exchanges (FFE).

Technical solution

FFM is a cloud-based solution and uses a multi-tiered processing architecture, including a presentation tier optimized for multiple user interface platforms (such as laptops and mobile devices), an application tier, and a data tier. The system integrates with several COTS solutions (e.g., Salesforce and Interactive Voice Response (IVR)), which integrate with custom applications that are developed, deployed, and operated on Confluence and Red Hat software. The system was migrated to the Amazon Web Services (AWS) cloud platform in 2019 and has been running on that platform since then.

FFM connects with over 800 issuers enabling data sharing and claims processing in the cloud in compliance with CMS analytical algorithms. A feature of the FFM system is its innovative way of adapting to meet the unique needs of each of the 50 states through interfaces with **health insurance companies and the IRS. Some states use the system's full functionality, and others use the system solely for essential eligibility functions.** FFM consists of seven subsystems and has real-time integration with external systems (e.g., IRS, SSA, and DHS) to validate eligibility. FFM is utilized in multiple locations across the country annually by over 1,000 internal and 10 million external users to enroll in qualified health insurance plans.

Services delivered

A rescue of the website began in November 2013, and in January 2014, the federal government hired Accenture as the prime contractor for application maintenance, system modifications, cloud-based operations, project management, cybersecurity vulnerability mitigation, network and system engineering, capacity planning, performance testing and monitoring, and batch processing. In just six weeks, Accenture mobilized more than 500 skilled professionals to transition the system from the original vendor to Accenture at an unprecedented speed.

Working closely with the original vendor, Accenture quickly achieved CMS' objective to stabilize and enhance HealthCare.gov. A collaborative and comprehensive transition plan was created that mitigated the risk and enabled Accenture to begin hands-on delivery.

Within eight weeks, Accenture delivered significant technical enhancements to the website, stabilizing it during the peak of HealthCare.gov's initial enrollment period. This enabled millions of Americans to securely enroll in health insurance.

Accenture is responsible for stabilizing, securing, and improving the website, maintaining hardware/software, and developing additional systems and interfaces while managing maintenance and operations. In addition to providing issuers with a complete data processing environment, Accenture developed an innovative solution that each issuer owns and operates. The FFM modernization projects for HealthCare.gov include Accenture as the prime contractor, four other vendors responsible for different areas of the system, contractors in all 50 states, insurance companies, and the IRS.

The FFM Service Desk, a multi-tier service desk, is managed and operated by Accenture in partnership with CMS. CMS is responsible for Tier 1 support. Accenture is responsible for Tier 2 and Tier 3 support using the Information Technology Infrastructure Library (ITIL) standards and framework. Additional support services include security, maintenance, and system interoperability. More than 50,000 issues were triaged and resolved by the FFM Service Desk between 2015 and 2022.

Accenture has successfully operated through seven open and special enrollment periods in collaboration with CMS and other FFM stakeholders to support 45 million enrollments and \$200 billion in total payments since 2015. Accenture's contract has been renewed three times and is ongoing through January 10, 2027.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

1. Integrates with at least two applications, one of which is a COTS: FFM consists of seven subsystems that interface with each other and integrate with external systems including COTS packages like Salesforce with custom-developed components built and deployed **upon software by Confluence and Red Hat**. FFM's seven subsystems include Eligibility and Enrollment, Stand-Alone Eligibility, Plan Management, Financial Management, Marketplace Consumer Record, Insurance Enrollment System and the Document Storage and Retrieval System.
2. Interfaces with at least five external systems, at least one of which is real-time: FFM interfaces with internal CMS components and systems external to CMS, including 27 state systems to support account transfers. FFM has real-time integrations with IRS, SSA, and DHS systems to validate eligibility via the CMS HUB. For issuer support, the System Exchange Enrollment Data application integrates with FFM. For eligibility support, the Eligibility Support system integrates with FFM for DMI/SVI adjudication. The Eligibility Support Desktop Change Utility Tool integrates with FFM to assist with appeals and eligibility determinations of consumers. The Next Generation Desktop integrates with the FFM for call center support. For issuer payment, it interacts with CMS' HIGLAS general ledger and payment system.
3. Is accessed by at least 1,000 users at multiple locations: FFM is used by over 1,000 internal users and 10 million consumers annually to enroll in qualified health insurance plans across 34 states.
4. Has a contract value of at least \$10,000,000 dollars: The FFM contract value is \$1.36 billion over 13 years.

5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The FFM solution includes multi-tiered processing, including online, API-based, and batch processing, with data integration for internal and external partners. FFM is highly tuned to support evolving consumer needs—the customer facing front-end is optimized for multiple user interface platforms. Accenture conducts significant performance testing and tuning in close collaboration with CMS to ensure FFM is aligned with CMS' objectives for each open enrollment period.

ME-F3 EXPERIENCE DETAILS

As part of the FFM program, Accenture performs significant modernization projects involving multiple contractors. We identify four of these contractors and their responsibilities here. Accenture modernized the Marketplace Eligibility System and Marketplace Plan Management system, working in close coordination with:

- **Sparksoft:** Supports the Marketplace Data Warehouse and Data Services Hub
- **SERCO:** Performed eligibility support
- **Logistics Management Institute (LMI):** Performs plan reviews
- **Impaq:** Supports interaction with QPH issuers

To varying degrees, we are involved with other contractors from all 50 states. This includes 27 states who rely fully on the FFM for its marketplace, seven states who use FFM but retain certain essential functionality for operating a marketplace, and the 16 states who operate their own State Based Marketplace (SBM) but still rely on HealthCare.gov to fulfill enrollment and eligibility functions. Additionally, we interface with the health insurance companies for enrollment, premium payment, and risk adjustment programs to support premium price stabilization and accurate payments and the IRS for tax subsidy purposes.

CMS recognized Accenture for consistently providing support to other contractors in the Marketplace ecosystem. CMS has formally recognized Accenture's role in helping other vendors through multiple CMS-approved "Notable Achievements."

Project #4	Contact #4
Company Name: U.S. Department of Treasury Internal Revenue Service	Contact Name: [REDACTED]
Project Name: Integrated Enterprise Portal (IEP) 1.5 Program	Contact Title: [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year) IEP 1.0 May, 19, 2011 through May, 18, 2017 IEP 1.5 February, 15, 2017 through February, 14, 2025	Address: [REDACTED] [REDACTED] [REDACTED]
Contract Duration (months):	Phone Number:

164 months	
Contract Amount: Exceeds \$1,000,000,000	Email:
<p>Describe the services provided:</p> <p>EXPERIENCE SUMMARY</p> <p>For the Federal Treasury IEP, Accenture is the prime contractor, working with five other contractors responsible for different areas of the system. Federal Treasury IEP meets the criteria for a large and complex IT system project, and our contract is ongoing through February 14, 2025. Therefore, our experience on IEP exceeds the requirement stated in F3.</p> <p>PROJECT DESCRIPTION</p> <p>The IEP 1.5 Program is the digital front door to the Internal Revenue Service's (IRS) backend systems and provides technology services to thousands of internal and external users. It is mission critical in securely serving taxpayers, tax preparers, and employees. By continuously improving and innovating its platforms and applications through the IEP 1.5 Program, the IRS is sustaining its infrastructure and applications, expanding capabilities, and increasing resiliency.</p> <p>Initially transitioning two portals from another contractor, Accenture's involvement with the IEP began in May 2011 on the IEP 1.0 Program. In February 2017, Accenture partnered with the IRS on the IEP 1.5 Program to perform maintenance and operations of its infrastructure and applications.</p> <p>Technical solution</p> <p>A key component of the IEP 1.5 infrastructure is its ability to deliver a scalable, elastic infrastructure using cloud-based services. The IEP infrastructure is designed to support iterative transformation without service disruption. IEP 1.5 encompasses the following systems and domains:</p> <ul style="list-style-type: none"> • Public User Portal (PUP – IRS.gov) • Registered User Portal (RUP) • Employee User Portal (EUP) • Portal Account Replacement Tool (PART) • Affordable Care Act Transactional Portal Environment (ACA-TPE) • Certified Professional Employer Organization (CPEO) & 501(c)(4) Online Registration System • Field Assistance Scheduling Tool (FAST) • 90+ managed applications 	

- 3,500+ servers

The IEP features a multi-tiered processing architecture, including three user portals optimized for multiple user interface platforms (e.g., laptops and mobile devices). As part of the IEP solution, Accenture integrated over 90 applications, including ServiceNow and CPEO Versa, both of which are COTS applications. Accenture has also integrated five external systems, including the Affordable Care Act (ACA) Application-to-Application (A2A) Transactional Portal Environment, Modernized eFile (MeF), Secure Access Digital Identity (SADI), Online Account/WebApps, and eServices real-time. These applications support real-time data access for taxpayers and other transmitters.

The modernized system is accessed by over 1,000 internal users from multiple locations. During the 2021 filing season (February 12 to May 17, 2021), there were 767.1 million total site visits (from internal and external users) to IRS.gov and 2.02 billion page views on the site. The peak day was March 15, 2021, when 37.3 million visited the site and 88.1 million pages were viewed.

Services delivered

As the prime contractor, Accenture uses AWS cloud services for production applications and manages more than 40 public applications. Accenture is responsible for system modifications, hardware/software, project management, and cloud-based operations activities such as network and system engineering, cybersecurity vulnerability mitigation, capacity planning, performance testing and monitoring, and batch processing. Accenture also supports security, maintenance, and interoperability. The large and complex Federal Treasury IEP Program contract value exceeds \$1 billion and is ongoing through February 2025.

Using the Information Technology Infrastructure Library (ITIL) as the service desk framework, Accenture provides Tier 1 and Tier 2 service desk support for the IEP non-production environments. The IEP service desk supports request fulfillment, incident management, problem management, and asset management. Additionally, the IEP service desk provides initial support for all IEP-related incidents, including opening tickets in the ITSM system to coordinate with other IRS organizations for incidents outside of the IEP purview.

Accenture created the IRS.gov website Help Desk, which serves as a "first aid station" for IRS.gov website questions such as navigation of IRS content and forms retrieval. The IRS.gov website Help Desk is a complementary service to the IRS toll-free tax assistance line. Accenture successfully delivered the IRS.gov website Help Desk for the IRS for 15 years and acted as the front door for many IRS.gov website visitors in their interactions with IRS. Accenture is currently migrating legislatively mandated applications to the cloud and is expected to complete the migration of the remaining applications by January 2023.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

1. Integrates with at least two applications, one of which is a COTS: The IEP solution integrates with over 90 applications. ServiceNow and CPEO Versa are two of the top COTS applications. In addition, PART is a care act identity management COTS product and FAST is the ServiceNow COTS product.
2. Interfaces with at least five external systems, at least one of which is real-time: The IEP solution interfaces with more than five external systems, hosted by Health and Human Services for Medicare & Medicaid Services (HHS CMS) and IRS back-end systems. The

applications include but are not limited to the Affordable Care Act (ACA) Application-to-Application (A2A) Transactional Portal Environment, Modernized eFile (MeF), Secure Access Digital Identity (SADI), Online Account/WebApps, and eServices real-time. These applications support real-time data access for taxpayers and other transmitters.

3. Is accessed by at least 1,000 users at multiple locations: The IEP solution is accessed by more than 1,000 users at multiple locations. The PUP—the IRS external or internet portal, IRS.gov, that allows unrestricted public access to non-sensitive materials and applications had 2.02 billion page views and 767.1 million total visits during the 2021 filing season (February 12–May 17, 2021).
4. Has a contract value of at least \$10,000,000 dollars: The IEP solution contract value exceeds \$1 billion.
5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms: The IEP solution features multi-tiered processing, including a customer or user facing front-end optimized for multiple user interface platforms. There are three main portals: PUP, registered user portal, and employee user portal. The ACA Application-to-Application (A2A) is a core interface.

ME-F3 EXPERIENCE DETAILS

Accenture collaborates with five other contractors to manage and maintain the IRS' infrastructure and applications and coordinate the five legislatively mandated applications currently under development in the IEP managed service cloud hosted through AWS (two of which are Accenture-managed). One of these applications is developed by Leidos, one by Deloitte, and the third by Booz Allen. Deloitte provides program management support for five of the applications. We also have on-premises multi-contractor relations. For Treasury cloud, we provide IaaS for another contractor. We provide application and infrastructure for at least five different application contractors and development support for more than 45 Registered User Portal (RUP) applications.

The IEP Application Infrastructure Integration Services (AIIS) is the support team of our solution that works with the IRS to help correctly configure IRS-owned applications to run on the IEP platform. IEP 1.5's AIIS team has a variety of responsibilities from performance tuning, application deployment, incident response and onboarding, configuration and troubleshooting, shared service support, and engineering services.

For application performance tuning, the AIIS teams works with application owners to ensure the application runs efficiently on the IEP platform. The team supports tuning across the entire IEP 1.5 platform (web, application, database, middleware, logging, security, network, and appropriate interfaces). To support application performance testing and tuning activities, AIIS provides a standardized performance test environment (PETE). This environment is part of the migration path to production and includes test harness scaffolding and tools to facilitate execution of these activities. Along with performance testing, the AIIS team works with application owners to evaluate configurations and performance to identify and address potential performance issues.

AIIS also provides ongoing support for configuration and application-layer troubleshooting of applications deployed to the IEP platform. These activities include, but are not limited to, troubleshooting and debugging application integration issues with shared services components, resolving configuration issues with IRS applications, and working with application owners to provide integration testing

support to identify interfaces that could be causing issues with operations. AIIIS also works with IEP 1.5's Service Desk through the incident management process to resolve any issues.

AIIIS supports application owners and provides troubleshooting throughout the deployment process, including before, during, and after deployment. AIIIS helps application owners understand the IEP-Control Document (IEP-CD) through knowledge transfer and application reviews and prepare packages for deployment. AIIIS then supports deployment activities to the appropriate environments and provides post-deployment support to validate success. The IEP-CD establishes an integrated approach to support application releases. It contributes to the guide for application developers to deploy on the IEP platform, and provides step-by-step processes to integrate, rapidly deploy and migrate applications throughout IEP 1.5 environments. Application owners use the IEP-CD process to migrate their applications into the various non-production environments supported by our team.

We also work collaboratively with the Modernized eFile (MeF) application team supported by a different contractor (**IBM**). MeF is the core web-based application that allows electronic filing of corporate, individual, partnership, exempt organization, and excise tax returns. For MeF, we provide the AIIIS on the front end and interface with them for the backend data layer. In 2021, Accenture designed, built, and continues to maintain the IEP infrastructure components needed for the MeF Resiliency effort. Resiliency allows MeF components in the IEP to continue to accept submissions while backend services are unavailable.

Project #5	Contact #5
Company Name: State of California – California Department of Public Health ("CDPH")	Contact Name: [REDACTED]
Project Name: California Vaccine Management Project (CalVAX)	Contact Title: [REDACTED] [REDACTED] [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year) December, 14, 2020 through June, 30, 2023	Address: [REDACTED] [REDACTED]
Contract Duration (months): 30 months	Phone Number: [REDACTED]
Contract Amount: \$280,000,000	Email: [REDACTED]
Describe the services provided:	

EXPERIENCE SUMMARY

Accenture is the prime contractor at CalVax, a large and complex IT system, and interacts with four other contractors including Blue Cross/Blue Shield (BCBS), Maximus, Gainwell, and Lyniate who are responsible for different areas of the system. The project is ongoing through June 30, 2023, and, therefore, our experience on CalVax alone exceeds the requirement stated in F3.

PROJECT DESCRIPTION

The California Department of Public Health (CDPH) is a department of the Health and Human Services Agency of the Government of the State of California (the State). CDPH is responsible for public health across the State—setting policy and delivering services to **California's 39 million citizens directly or through the State's 61 County or City Local Health Authorities**. CDPH delivers services and oversees eligibility determination for a broad range of programs, including public health social services programs like the nutrition program for Women, Infants, and Children (WIC) and the Maternal, Child, and Adolescent Health program. In addition to its social services mandate, the CDPH is the agency charged with overseeing infectious disease control and prevention, **leading the State's response to the COVID-19 pandemic**.

When COVID-19 vaccines finally became available, California public health officials not only wanted to get them to the public as soon as possible, they set an ambitious goal of aiming to immunize 70% of their 39 million residents within only six months. Accenture launched CalVax in December 2020, a large-scale system integration program to help the State reach this goal.

Technical solution

CalVAX operations is comprised of myCAVax, MyTurn, and MyTurn Volunteer. The CalVAX solution includes a multi-tiered architecture, including four front-end applications optimized for various user interface platforms. Accenture used MuleSoft as the strategic integration and application programming interface (API) platform. This integration connects with more than seven external systems to integrate the new Salesforce-based vaccine management system with other state and federal systems for the CDPH. Salesforce Lightning Flow Builder, a process automation tool that "calls" MuleSoft's API, is an example of real-time integration delivered by Accenture. The solution interacts with the California Immunization Registry (CAIR2), a COTS solution provided by Gainwell, in real-time to return the validity of healthcare providers. This enabled providers to register in the Salesforce system to order or administer vaccines. This real-time integration helps prevent unauthorized providers from accessing the system and streamlines the registration process that otherwise would require manual intervention.

The MyTurn website determines eligibility for vaccines and schedules over 625,000 appointments per month. The MyTurn Volunteer website helped volunteers connect with the program to expedite the administration of vaccines. In total, over 10 million vaccination appointments have been scheduled. The myCAVax solution alone supports 20,000 internal end users and 2,000,000 external users at multiple locations.

Services delivered

To support the statewide vaccination campaign, the CDPH joined forces with Accenture, the Federal Emergency Management Agency (FEMA), and Blue Shield of California to develop a secure, integrated vaccine management solution. Through this partnership, more than

50,000 vaccines were administered to residents every day throughout the pandemic. As the prime contractor, Accenture developed and oversaw CalVAX operations. Accenture managed multiple development teams working in parallel and delivered incremental product features to administer vaccinations as quickly as possible. Using the Agile software development life cycle (SDLC) approach, Accenture configured and launched these solutions in a matter of weeks, with additional critical functionality deployed every two weeks.

Throughout its contract period, Accenture has supported Tier 1, 2, and 3 service desk activities using the Information Technology Infrastructure Library (ITIL) standards and framework. As part of maintenance, Accenture provides a tightly integrated organization to support CalVAX and is responsible for infrastructure operations including environment management, capacity management, performance tuning, monitoring, and error handling, patching and upgrades, and asset and configuration management. Accenture also supports application operations such as batch operations, integration with state, agency or external interface partners/systems, and incident/problem and defect management. Security activities include auditing, disaster recovery and business continuity, security monitoring and error handling, and security incident management.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

1. Integrates with at least two applications, one of which is a COTS: The CalVAX solution integrates with multiple state and federal systems including CAIR2, a COTS solution provided by Gainwell.
2. Interfaces with at least five external systems, at least one of which is real-time: For CDPH, we used MuleSoft to integrate the Salesforce-based contact tracing system with more than seven external systems. **The included the state's Disease Surveillance system, multiple** local health jurisdictions using API calls, CAIR2 for vaccination history, a SQL Server database system for auditing, a Snowflake system for reporting and analytics, an AWS system that handles virtual agent interaction with residents, and more. The integration to the CAIR2 system is a real-time call from the Salesforce system to check the vaccination history of an individual per the request of a contact tracer working in Salesforce.
3. Is accessed by at least 1,000 users at multiple locations: The myCAVax solution alone involves 20,000 internal end users and 2 million external users at multiple locations.
4. Has a contract value of at least \$10,000,000 dollars: The CalVax contract value is \$280 million.

ME-F3 EXPERIENCE DETAILS

At CalVax, Accenture collaborates in a multi-contractor environment with BCBS, Maximus, Gainwell, and Lyniate for cloud-based areas including interfaces, data stores, software, services, migration, and mining.

Involving a minimum of three contractors

The CDPH monitors and oversees the work of all CalVax contractors during all phases of the project. The Accenture Project team currently provides services as defined in the service plan. We oversee and perform the management duties, operations activities, application **maintenance, and enhancements for CalVax.** Accenture's multi-contractor relations on CalVax include the following vendors:

1. Blue Cross/Blue Shield: BCBS is the third-party administrator of the COVID-19 vaccine. Its role included determining the distribution of the vaccine across the providers and local health departments in California. Accenture and BCBS collaborated on various areas of policy and eligibility criteria as the vaccine rollout criteria evolved. Accenture and BCBS continuously worked together on the following activities:
 - Evolving eligibility criteria and support for the next wave of residents becoming eligible to receive the vaccine
 - Providing equal access methods to reserve vaccine appointments to for underserved populations
 - Advising CDPH and CDT on policy, vaccine distribution criteria, and third-party (off MyTurn) vaccine appointment availability and data reporting requirements
 - Using predictive models for future vaccine distribution across the State based on MyTurn data and socio-economic datasets
2. Maximus: Maximus operates and runs the resident-facing call center for COVID-19 vaccinations. Accenture was responsible for the provider and local health department call center for COVID-19 vaccine administration. Both call centers had an automated IVR flow that required coordination and handoffs between the two systems along with data reporting. Accenture and Maximus collaborated continuously on the following activities:
 - Designing and coordinating an IVR menu for cold and warm handoffs between systems
 - Sharing and coordinating call center scripts for warm handoff transitions
 - Testing IVR changes between systems to confirm IVR menu options continued to direct users to correct menu tree locations
 - Sharing and communicating call center reporting to determine health of the vaccine program and provide forward-looking predictions of call volume to properly size both help desks
3. Gainwell: **Gainwell maintains and supports the CAIR2 system. CAIR2 is California's immunization registry where health providers across the State report patient immunization data.** Accenture is responsible IRIS, a data warehouse sourcing data from CAIR2 at near real-time frequency. The CAIR2 and IRIS systems are very tightly coupled. Accenture and Gainwell collaborate continuously on the following:
 - Performing data migration and cutover for State Registry consolidation occurring between SDIR and CAIR2 (April 2022) and RIDE and CAIR2 (November 2022)
 - Providing ongoing technical upgrades of the CAIR2 databases and corresponding IRIS system updates and adjustments
 - Updating vaccination schedules in CAIR2 (Gainwell task) that are then migrated and synced into the IRIS data pipelines managed by Accenture with every change in vaccine eligibility and addition of new vaccination products

- Managing hourly monitoring of data extracts across CAIR2 and IRIS

4. Lyniate: As part of its COVID Vaccine Management initiatives at the CDPH, Accenture needed to integrate the Vaccine Administration solution built on Salesforce (My Turn) with the State immunization registries to report patient COVID vaccinations within the State's 24-hour mandatory window. CDPH already had an integration tool in place called Lyniate Rhapsody. Rhapsody accepted immunization feeds to the registries from various providers, but there was no bi-directional automated exchange that operated at the scale of My Turn. This required careful collaboration with the Rhapsody contractor, Lyniate, to design, develop, test, deploy, and support a new integration solution. Accenture's MuleSoft team and the Lyniate team worked to establish a solid, reliable, and scalable bi-directional flow of data between My Turn and the State registries. This included troubleshooting issues during nights and weekends when needed and working together to identify areas for improvement. Ultimately, CDPH counted on our teams to make sure our platforms interacted effectively to serve residents' needs.

Minimum Experience ME-F4	
Prime Contractor experience with the transition of one (1) large and complex IT System Eligibility/Case Management or Health Care system, from one company to another. The Project must have occurred within the last ten (10) years.	
Project #1	Contact #1
Company Name: Centers for Medicare and Medicaid Services (CMS)	Contact Name: [REDACTED]
Project Name: HealthCare.gov/Federally Facilitated Marketplace (FFM) (including FFM, FFM Bridge and FFE)	Contact Title: [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year) January, 11, 2014 through January, 10, 2027	Address: [REDACTED] [REDACTED]
Contract Duration (months): 156 months	Phone Number: [REDACTED]
Contract Amount: HHSM-500-2014-00191C: \$198,111,211 HHSM-500-2015-00246C: \$842,454,559 HHSM-500-2016-00003I/75FCMC21F0001: \$205,006,767 HHSM-500-2016-00003I/75FCMC21F0002: \$322,884,001 Total: \$1,363,449,771	Email: [REDACTED]
Describe the services provided:	

EXPERIENCE SUMMARY

Accenture has prime contractor experience transitioning the cloud-based HealthCare.gov system, which meets the requirements of a large and complex IT System, from the incumbent vendor to Accenture. The original FFE transition occurred starting January 2014 and, except for a few external dependencies, was complete by the end of February 2014. As such, our transition work for HealthCare.gov exceeds the requirement stated in F4.

PROJECT DESCRIPTION

Through the 2010 Patient Protection and Affordable Care Act (ACA), new health insurance exchanges were created at both the state and federal levels. These exchanges are public-private marketplaces where Americans can securely shop for health insurance plans and apply for a tax subsidy simultaneously with multiple insurance companies. HealthCare.gov, the eligibility website for the federal exchange, is the front door for the Federally Facilitated Marketplace (FFM). Ancillary systems include FFM Bridge and Federally Facilitated Exchanges (FFE).

Technical solution

FFM is a cloud-based solution and uses a multi-tiered processing architecture, including a presentation tier optimized for multiple user interface platforms (such as laptops and mobile devices), an application tier, and a data tier. The system integrates with several COTS solutions (e.g., Salesforce and Interactive Voice Response (IVR)), which integrate with custom applications that are developed, deployed, and operated on Confluence and Red Hat software. The system was migrated to the Amazon Web Services (AWS) cloud platform in 2019 and has been running on that platform since then.

FFM connects with over 800 issuers enabling data sharing and claims processing in the cloud in compliance with CMS analytical algorithms. A feature of the FFM system is its innovative way of adapting to meet the unique needs of each of the 50 states through interfaces with **health insurance companies and the IRS. Some states use the system's full functionality, and others use the system solely for essential eligibility functions.** FFM consists of seven subsystems and has real-time integration with external systems (e.g., IRS, SSA, and DHS) to validate eligibility. FFM is utilized in multiple locations across the country annually by over 1,000 internal and 10 million external users to enroll in qualified health insurance plans.

Services delivered

A rescue of the website began in November 2013, and in January 2014, the federal government hired Accenture as the prime contractor for application maintenance, system modifications, cloud-based operations, project management, cybersecurity vulnerability mitigation, network and system engineering, capacity planning, performance testing and monitoring, and batch processing. In just six weeks, Accenture mobilized more than 500 skilled professionals to transition the system from the original vendor to Accenture at an unprecedented speed.

Working closely with the original vendor, Accenture quickly achieved CMS' objective to stabilize and enhance HealthCare.gov. A collaborative and comprehensive transition plan was created that mitigated the risk and enabled Accenture to begin hands-on delivery.

Within eight weeks, Accenture delivered significant technical enhancements to the website, stabilizing it during the peak of HealthCare.gov's initial enrollment period. This enabled millions of Americans to securely enroll in health insurance.

Accenture is responsible for stabilizing, securing, and improving the website, maintaining hardware/software, and developing additional systems and interfaces while managing maintenance and operations. In addition to providing issuers with a complete data processing environment, Accenture developed an innovative solution that each issuer owns and operates. The FFM modernization projects for HealthCare.gov include Accenture as the prime contractor, four other vendors responsible for different areas of the system, contractors in all 50 states, insurance companies, and the IRS.

The FFM Service Desk, a multi-tier service desk, is managed and operated by Accenture in partnership with CMS. CMS is responsible for Tier 1 support. Accenture is responsible for Tier 2 and Tier 3 support using the Information Technology Infrastructure Library (ITIL) standards and framework. Additional support services include security, maintenance, and system interoperability. More than 50,000 issues were triaged and resolved by the FFM Service Desk between 2015 and 2022.

Accenture has successfully operated through seven open and special enrollment periods in collaboration with CMS and other FFM stakeholders to support 45 million enrollments and \$200 billion in total payments since 2015. Accenture's contract has been renewed three times and is ongoing through January 10, 2027.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

1. Integrates with at least two applications, one of which is a COTS: FFM consists of seven subsystems that interface with each other and integrate with external systems including COTS packages like Salesforce with custom-developed components built and deployed **upon software by Confluence and Red Hat**. FFM's seven subsystems include Eligibility and Enrollment, Stand-Alone Eligibility, Plan Management, Financial Management, Marketplace Consumer Record, Insurance Enrollment System and the Document Storage and Retrieval System.
2. Interfaces with at least five external systems, at least one of which is real-time: FFM interfaces with internal CMS components and systems external to CMS, including 27 state systems to support account transfers. FFM has real-time integrations with IRS, SSA, and DHS systems to validate eligibility via the CMS HUB. For issuer support, the System Exchange Enrollment Data application integrates with FFM. For eligibility support, the Eligibility Support system integrates with FFM for DMI/SVI adjudication. The Eligibility Support Desktop Change Utility Tool integrates with FFM to assist with appeals and eligibility determinations of consumers. The Next Generation Desktop integrates with the FFM for call center support. For issuer payment, it interacts with CMS' HIGLAS general ledger and payment system.
3. Is accessed by at least 1,000 users at multiple locations: FFM is used by over 1,000 internal users and 10 million consumers annually to enroll in qualified health insurance plans across 34 states.
4. Has a contract value of at least \$10,000,000 dollars: The FFM contract value is \$1.36 billion over 13 years.

5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The FFM solution includes multi-tiered processing, including online, API-based, and batch processing, with data integration for internal and external partners. FFM is highly tuned to support evolving consumer needs—the customer facing front-end is optimized for multiple user interface platforms. Accenture conducts significant performance testing and tuning in close collaboration with CMS to ensure FFM is aligned with CMS' objectives for each open enrollment period.

ME-F4 EXPERIENCE DETAILS

Transition of one large and complex IT System Eligibility/Case Management or Health Care system

Accenture transitioned the HealthCare.gov Eligibility Management IT system from the incumbent contractor and created a collaborative and comprehensive transition plan that mitigated the risk and enabled Accenture to begin hands-on delivery. Within eight weeks, Accenture delivered significant technical enhancements to the website, stabilizing it during the peak of HealthCare.gov's initial enrollment period. This enabled millions of Americans to securely enroll in health insurance—many for the first time.

Accenture's successful transition was supported by clear governance, detailed planning, and strong collaboration. Led by our program manager, experienced transition lead, and program leadership team, governance was quickly established within the first 15 days. Plans were created for staffing, quality control, business operations, risk management, and software licensing. Daily status reporting and risk management began at the start of transition. Joint operating agreements between Accenture, CMS, and the incumbent contractors were created to govern how we would operate together during transition and documented agreement on key milestones.

Accenture developed a detailed transition schedule that included 2,000 transition tasks covering governance, transition planning, knowledge transfer, system maintenance and enhancements, and production operations of both business and technical activities. Our transition plan and schedule also identified and tracked key dependencies and milestones.

We developed detailed knowledge transfer (KT) plans for all program activities which included Knowledge Sharing, Knowledge Assessments, Shadowing, and Reverse Shadowing phases with defined exit criteria for each phase. KT workstreams included eligibility, eligibility support, eligibility appeals, exemptions, enrollment, applications, notices, issuer payments, plan review and certification, open and enrollment. Accenture worked in close collaboration with CMS and the incumbent contractor to coordinate knowledge transfer activities according to the schedule and to minimize operational risk to CMS.

A second transition was initiated at the start of a new contract on July 11, 2021 and completed January 1, 2022. This transition included a full transition workplan and the addition of 100+ new people. We worked with CMS to develop training materials and onboard these new employees. This new FFM project is ongoing through 2027.

Project #2	Contact #2
Company Name: State of Arizona, Arizona Health Care Cost Containment System (AHCCCS)	Contact Name: [REDACTED]

Project Name: Health-e-Arizona Plus (HEAplus) M&O	Contact Title: [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year) October, 1, 2020 through September, 30, 2024	Address: [REDACTED] [REDACTED]
Contract Duration (months): 48 months	Phone Number: [REDACTED]
Contract Amount: \$121 million	Email: [REDACTED]
<p>Describe the services provided:</p> <p>EXPERIENCE SUMMARY</p> <p>At HEAplus, a large and complex IT system, Accenture has prime contractor experience transitioning a Health Care system from one company to another. The transition was completed in May 2021, and therefore meets the requirement stated in F4.</p> <p>PROJECT DESCRIPTION</p> <p>Health-e-Arizona Plus (HEAplus) is the State of Arizona's \$14 billion eligibility determination and case management system, administering public assistance benefits for the Arizona Health Care Cost Containment System (AHCCCS) and the Arizona Department of Economic Security (ADES) agency. HEAplus provides a web-based portal for consumers, eligibility workers, and community assistors, and supports eligibility determinations and ongoing case management for benefit programs including Medicaid, Children's Health Insurance Program (CHIP) (known as KidsCare in Arizona), Medicare Savings Program (MSP), and the Arizona Long-Term Care System (ALTCS). HEAplus takes the application for SNAP and TANF, and interfaces with the DES mainframe system for eligibility determination and benefit calculation.</p> <p>Technical solution</p> <p>HEAplus is a cloud-based eligibility system with a public-facing portal used by Arizona residents, community assistors, and state employees. The application uses a multi-tier architecture with .NET front end and SQL Server database. HEAplus collaborates with county departments and non-county medical assistance (MA) sites to administer MA programs throughout the State of Arizona, as well as the SNAP and TANF programs. The objective of the project is to offer the most accurate, credible, and real-time eligibility determinations for the State, which serves over 3,900 internal state workers and over 2.43 million Arizonans (external users), 1.75 million of whom use the portal which includes multiple user groups from the worker and self-service portals. The system processes 22,250 daily eligibility cases.</p> <p>Services delivered</p> <p>In 2020, the AHCCCS, the Medicaid agency responsible for HEAplus, awarded Accenture an initial five-year Maintenance & Operations (M&O) contract to maintain the system by introducing transparency and efficiency to the overall system operations. The contract includes</p>	

application maintenance, system modifications, hardware, software, project management, security, and enhancements of all system components. Starting in October 2020, Accenture, as the prime contractor, worked with the incumbent to transition the support of the infrastructure as a service (IaaS) footprint for the State of Arizona, which had previously migrated to Microsoft Azure Cloud. Cloud-based operational activities include system and network engineering, cybersecurity vulnerability mitigations, capacity planning, performance testing, and performance monitoring, and batch processing—which are ongoing through September of 2024.

After the successful transition in May 2021, Accenture shifted focus to providing innovative and comprehensive services to maintain the HEAplus system in Azure Cloud—improving scalability and flexibility for business and policy initiatives. The contract supports incorporates a multi-contractor design in collaboration with AHCCCS, ADES, the Department of Correction, Accenture, Exela, IMI, Valor, Office Max, and Microsoft.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

1. Integrates with at least two applications, one of which is a COTS: HEAplus interfaces with numerous SaaS services, COTS, applications, and interface partners. The COTS products extensively used in HEAplus are Elasticsearch, Google Analytics, and Fortify.
2. Interfaces with at least five external systems, at least one of which is real-time: HEAplus interfaces with at least five external systems including CMS Hub (real-time interface with CMS Hub for Citizenship, VLP, verify current income), SSA (for real-time SOLQi call), Equifax (real-time and batch for Wages income), Federally Facilitated Market Place (FFM) for Account transfers (real-time), ADOT (real-time interface with Arizona Department of Transportation for residency verification), eDRS (real-time federal interface on Disqualified Recipient System), and SAVE (real-time federal interface on Systematic Alien Verification for Entitlements). All seven interfaces are real-time.
3. Is accessed by at least 1,000 users at multiple locations: Over 1.75 million Arizona residents at multiple location accessed the HEAplus solution, including multiple user groups from the worker and self-service portals.
4. Has a contract value of at least \$10,000,000 dollars: The HEAplus contract value is \$121 million.
5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms: The application uses a multi-tier architecture with .Net front end, SQL Server database, and interfaces with numerous SaaS services, COTS, applications, and interface partners. It is optimized for multiple user interface platforms, such as tablets and mobile devices.

ME-F4 EXPERIENCE DETAILS

As the prime contractor, Accenture began working with the incumbent to transition the support of the infrastructure as a service (IaaS) footprint for the State of Arizona at project launch in October 2020. Our responsibilities included transitioning-in and taking over maintenance and operations from the incumbent contractor under challenging circumstances. With very little technical or functional documentation to work with, and unable to access the existing codebase and database due to an uncooperative outgoing contractor, Accenture was limited to minimal knowledge transfer meetings each week with the incumbent. We created a plan uniquely built with and

for Arizona using our holistic Transition-In methodology and incorporating our Program, People, Process, Technology, and Productivity approach as guideposts.

Some specific items included:

- Transition Planning and development of the master schedule
- Development and execution of the transition work schedule
- Production and execution of the meeting calendar, cadence, knowledge transition, and status reporting
- Migration and service integrated activity plan
- Development of the Transition-In Master Schedule
- Staffing and resource onboarding plan
- Service management process, SLAs, and reporting
- Connectivity setup, including access assessment and enablement
- Process enhancements and automation
- Transition readiness reviews and approvals
- Test and validation schedule

Our limited knowledge transfer (KT) from the incumbent included documentation of the existing workstreams including eligibility, eligibility support, eligibility appeals, exemptions, enrollment, applications, notices, issuer payments, plan review and certification, open and enrollment. To complete **the knowledge gathering phase, Accenture's Infrastructure team created documentation based on the** information that was gathered and knowledge of similar environments. Documentation included cloud functions, components, and infrastructure for both production and non-production environments. Accenture used our proprietary tools to gather the necessary infrastructure configurations as part of the documentation phase. Accenture worked in close collaboration with AHCCCS leadership and staff according to the schedule and to minimize operational risk to AHCCCS.

AHCCCS also requested Accenture build the Operational Readiness Test (ORT) environment, a task typically owned by the incumbent. Although no usable scripts were provided, Accenture's Infrastructure team seamlessly built the environment and executed ORT. This exceptional effort led AHCCCS to request Accenture complete cutover activities earlier than planned and assume maintenance and operations as soon as possible. Our team met the new deadline and received praise from multiple stakeholders for the smooth transition.

Outcomes delivered:

- Executed Operational Readiness Test successfully with over 50 scenarios
- Ensured services delivered exceeded agreed upon SLAs and KPIs

- Configured all necessary software, tools, and licenses, and achieved client acceptance of all transition deliverables, enabling a three-week accelerated cutover
- Performed cutover successfully without outages, disruptions, or major issues
- Reduced risk of interruption to service delivery during transition

Within eight months and ahead of schedule, transition from the incumbent was completed in May 2021. Following the successful transition, Accenture now provides comprehensive services to maintain the HEAplus system in Azure Cloud with greater scalability, transparency, and flexibility for business and policy initiatives. Accenture services and support will continue through September 30, 2024.

As a result of the transition, Accenture became responsible for the ongoing maintenance of the following:

Ensuring all IaaS components exceed agreed upon SLAs and KPIs (service levels)

- Monitoring of the cloud from a performance and cost perspective, and performing scale up and down activities as necessitated by the load on the platform
- Working with state to rectify licensing issues during transition and implementing a program to verify that licenses, software, service contracts, and certificates were procured in the state's name
- Validating policy and security standards are followed and appropriately reported
- Performing system alert and monitoring gap analysis

Analysis was based on our experience and lessons learned in maintaining numerous integrated eligibility systems of similar size and scope. The customized HEAplus report identified several gaps in alert conditions, ranging from firewall monitoring to system security alerts. Accenture reviewed the results with the Arizona team and followed up with a significant effort to close the discovered gaps.

Project #3	Contact #3
Company Name: United States Department of Education	Contact Name: [REDACTED]
Project Name: Digital & Customer Care (DCC) Program	Contact Title: [REDACTED]
Contract Date(s): Start (Month, Day, Year) through End (Month, Day, Year) February, 20, 2019 through February, 19, 2024, with three option years through February, 19, 2027	Address: [REDACTED] [REDACTED]
Contract Duration (months): 60 months	Phone Number: [REDACTED]
Contract Amount:	Email:

\$641,061,410	pennie.summers@ed.gov
<p>Describe the services provided:</p> <p>EXPERIENCE SUMMARY</p> <p>Accenture has prime contractor experience transitioning from multiple vendors to Accenture within the Digital & Customer Care (DCC) Program, which meets the requirements of a large and complex IT system. The transition was completed in December 2019.</p> <p>PROJECT DESCRIPTION</p> <p>The United States Department of Education (ED) is the agency responsible for education policy within the U.S. Federal Government. ED establishes federal education funding policies, administers and monitors funds, oversees research on America's schools, and focuses national attention on critical issues in the American education system. One of ED's key roles in postsecondary education is to determine eligibility for Title IV of the Higher Education Act of 1965 federal student aid for eligible students and their families. FSA is the organization within ED that is responsible for managing Title IV. FSA originates over \$115 billion federal grants, loans, and work-study funds to approximately 10.8 million students/external users at more than 5,600 participating postsecondary schools annually.</p> <p>Technical solution</p> <p>Historically, federal student aid has been challenging for borrowers to navigate. There were multiple websites with varying sources of information that lacked a consistent look, feel, and approach to engage or assist students. To create a more consistent user experience, ED created a Next Generation Financial Services Environment (Next Gen) in 2018—an innovative, streamlined, world-class solution to benefit customers, parents, financial aid administrators (FAAs), and other school partners that work with FSA. ED's goals for this transformation include achieving greater operational and technical flexibility, cost efficiencies, a consistent and intuitive customer experience, and better outcomes for all stakeholders.</p> <p>Services delivered</p> <p>As the prime contractor, Accenture manages multiple initiatives with FSA to conduct this critical transitional overhaul of all digital and customer care touchpoints. Within the DCC Program, Accenture has more than three years of experience performing service desk activities using Information Technology Infrastructure Library (ITIL) standards and framework, supporting Tiers 1 and 2 service desks/help desks, security, maintenance, and interoperability. We are working with FSA to create a single phone number for unified point of access and a modernized customer care platform (CCP). On average, this streamlined capability transfers over 3.5 million inbound calls annually, enabling customers and their families to reach a variety of call centers with over 1,200 agents/internal users supporting several critical business lines. In addition, Accenture is working with FSA to create a single digital front door that consolidates the FSA loan and grant processes.</p>	

In one noteworthy achievement within the DCC Program, Accenture and FSA collaborated on an innovative project to create “Aidan”—a conversational artificially intelligent (AI) virtual assistant (VA). Aidan conducts more than 3.2 million annual session interactions across web, mobile application, and interactive voice response (IVR) channels. This is the first use of a VA in the federal loan process by the government, enabling self-service without human intervention.

Accenture works in a multi-contractor environment to provide infrastructure and maintenance and enhancement (M&E) support for the Department of Education’s interconnected websites and systems. These systems were built or are managed by three other contractors: General Dynamics Information Technology (GDIT), Perspecta, and Briefcase Systems. To date, FSA and Accenture have consolidated processes available across multiple websites (fafsa.ed.gov, fsaid.ed.gov, studentaid.gov, studentloans.gov, borrowerdischarge.ed.gov, and nslds.ed.gov) into a single website. An updated Marketing and Communications Platform (MCP) delivers personalized communications across a variety of channels, including email, short message service (SMS), and social media. The MCP sends over 290 million emails annually to customers, with a 2021 peak of 5.5 million emails sent in a single day.

MEETING THE LARGE AND COMPLEX IT SYSTEM REQUIREMENTS

The DCC system meets the definition of a “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 DCC solution integrates five applications: AWS (cloud), Salesforce (customer service), Adobe (marketing and communications), Virtual Assistant (cloud), and Tableau. Salesforce, Adobe, and Tableau are COTS products.
2. Interfaces with at least five external systems, at least one of which is real-time: The DCC solution interfaces with multiple applications and external systems including:
 - Real time application programming interface (API) with Personal Authentication Service (PAS), which supports login across Department of Education sites
 - National Student Loan Data System (NSLDS), the national database of information about loans and grants awarded to students
 - COD to manage the disbursement of all Title IV aid
 - Real time with the Internal Revenue Service (IRS) interface to pull back and verify tax information as part of the Free Application for Federal Student Aid (FAFSA) application
 - AWS GovCloud (US) for cloud services for the Department of Education
 - Enterprise Data Management and Analytics Platform Services (EDMAPS) data lake and master data management platform (pMDM) system for the Department of Education
 - Title IV Additional Servicing (TIVAS) to service loans for the Department of Education
3. Is accessed by at least 1,000 users at multiple locations: There are more than 86 million users who access the redesigned website studentaid.gov annually from multiple locations.

4. Has a contract value of at least \$10,000,000: The DCC contract value exceeds \$600 million.
5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms: The DCC solution includes multi-tiered processing, including a customer-facing front-end optimized for multiple user interface platforms. The website studentaid.gov is available over web and IVR channels. Additionally, a mobile application was deployed where users could make payments and apply for loans on their phone. Additionally, Accenture has a virtual assistant that conducts more than 3.2 million annual session interactions with Aidan across web, mobile application, and IVR channels.

ME-F4 EXPERIENCE DETAILS

Accenture is the prime contractor and has experience working with FSA since February 2019 to transition the large and complex DCC IT system to the AWS cloud. Before February 2019, there were multiple different vendors managing the various FSA websites. The disparate websites were archaic and difficult to navigate. Accenture consolidated these into a single website hosted in AWS. In 2019, Accenture added FAFSA to the digital platform. This capability enables customers to submit the FAFSA on studentaid.gov and the mobile application. It further enables customers to have all of their student aid activity in a centralized location, making the process more integrated and easier to navigate through capabilities such as single sign on.

The transition and website launch were completed in December 2019, but Accenture continues to work with FSA to complete a transitional overhaul of all digital and customer care touchpoints through February 2024. To date, FSA and Accenture have consolidated processes available across multiple websites (fafsa.gov, fsaid.ed.gov, studentaid.gov, studentloans.gov, borrowerdischarge.ed.gov, feedback.ed.gov, and the nslds.ed.gov) into a single website hosted in AWS. FSA also delivered functionality on the myStudentAid mobile application to provide users with personalized, one-touch mobile access to their loan and account information. FSA plans to onboard loan servicer websites to studentaid.gov in partnership with Accenture soon.

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While the FAFSA application (hosted on the DCC website) determines the amount of aid that a student could potentially be eligible for from federal student loans, DCC is not in and of itself an eligibility system.