

## 1.7 M&E TECHNICAL MANAGER STAFF QUALIFICATIONS

M&E TECHNICAL MANAGER			
PART 1 – RÉSUMÉ			
Contractor	Accenture LLP		
Candidate Name	Jonathan (Jon) Seltzer		
Position in the Company	Technical Architecture Delivery Senior Manager	Length of Time in Position	9 years
Project Position & Responsibilities	M&E Technical Manager Project responsibilities will be as defined in RFP section 13.1.3.6.7.		
Skills & Qualifications for Project Position	<b>Skills:</b> An AWS Certified Solutions Architect Associate, Jon has extensive direct AWS cloud experience. He designed and built the first AWS deployment (Shop and Compare application) and integrated the CalHEERS system API for Covered CA Salesforce Contact Management for the CalHEERS project. As an experienced application technical architect, Jon possesses technical acumen in application front-end (ReactJS) transformation and adoption of microservices architecture. He is skilled in Java enterprise delivery and project management of large and complex IT: AWS API Gateway, Lambda, Dynamo DB, AWS Java SDK, AWS IAM, Java (like design patterns, layered, architecture, DB access, and security), Oracle Middleware (like WebLogic, IDM, SOA, OSB, BPM, and DB), Spring (like Core, Security, Data, Spring Boot, and Spring Batch), ReactJS (like Single Page Apps and Mobile Ready architecture), Oracle DB, SQL, JDBC, IBM DB2, WebSphere, Rational, Java Hibernate, JSP, EJB, and Batch. <b>Qualifications:</b> With more than 14 years of overall project delivery experience on large IT projects for the State of California, he spent more than six years as application technical architect manager on the State's CalHEERS project, establishing a deep understanding of the State and its healthcare eligibility systems. Jon has seven years of experience managing a technical team of 25 members on a large and complex IT systems development project ( <b>Exceeds ME-S24</b> ), including seven years of experience managing the system development life cycle (SDLC) on maintenance and enhancement projects involving large and complex IT systems ( <b>Exceeds ME-S25</b> ). He has seven years of experience in the development, implementation, and management of information technology systems, including Oracle technologies, cloud architectures, business systems, server technologies, and communication technologies ( <b>Exceeds ME-S26</b> ). Jon has seven years of experience on a large and complex IT system using Information Technology Library (ITIL) standards and framework ( <b>Exceeds ME-S27</b> ).		
Relevant Experience (Add additional tables as needed)			
Project Title	The California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)		
Position Title	Application Technical Architect Manager (Equivalent to Technical Manager)		

M&E TECHNICAL MANAGER			
Begin Date	05/2013	End Date	07/2020 87
Scope and Description of Responsibility	<p><b>Scope:</b> Under the sponsorship of Covered California, the Department of Healthcare Services (DHCS), and 13 program partners, Accenture was engaged to build an automated system that serves as the consolidated system support for eligibility, enrollment, and retention for the California Health Benefit Exchange (also known as Covered California), Medi-Cal, and Healthy Families. The system serves 1.5 million users as part of the Covered CA exchange and 10 million users through State- and County-run programs. It supports the maintenance, operations, and ongoing business of Covered California and is one of the systems that supports the maintenance, operations, and ongoing business of the DHCS.</p> <p><b>Responsibility:</b> As the application technical architect manager for this project, Jon provided the technical design and direction for the CalHEERS Development team. He worked with the State Technical team and User-Centered Design team to confirm that deliverables supported the consumer-facing application. Jon worked with Sponsor, State, Operations, and Business Functional teams to develop technical roadmap consistent with functional roadmap and cloud solution architecture. He worked with the client's Operations Technical team and interface partners to analyze application impacts from infrastructure changes or outages. He further provided architecture direction for application security—working with the Security team to evaluate security of the application with each release and supporting the incident response process—and managed more than 20 Accenture security controls. Overall, Jon directed the application development approach and was responsible for code quality and security.</p>		
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Jon used his <b>technical skills</b> in Java (like design patterns, layered, architecture, DB access, and security), Oracle Middleware (like WebLogic, IDM, SOA, OSB, BPM, and DB), Spring (like Core, Security, Data, Spring Boot, and Spring Batch), React.JS (Single Page Apps and Mobile Ready architecture), Oracle DB, SQL, JDBC, JSP, and Batch. Jon also used his project management skills <b>leading teams</b> by providing technical design guidance and oversight, presented technical design proposals to client stakeholders, and managed code quality and security. He also shared his skills <b>working with client stakeholders</b>, preparing design documentation, working with client technical stakeholders, working with client Design teams, and providing thought leadership around architecture best practices.</p> <p><b>Experience Attained:</b> Within the CalHEERS project, Jon gained extensive experience in web services platform architecture, including Lambda, application programming interface (API) gateway, identity and access management (IAM), and <b>Amazon tools</b> Simple Storage Service (S3), DynamoDB, AWS CloudFormation, CloudWatch, Route 53, and CloudFront. He used <b>Oracle enterprise software</b>—including Database, WebLogic Server, API Gateway (OAG), Unified Directory (OUD), Adaptive Access Manager (OAAM), Service Oriented Architecture (SOA) Suite, and Business Process Management (BPM)—for human workflow. Jon also attained experience using Git source control and GitHub repository management and open-source tools Spring Core, Spring Batch, Spring Boot, Spring Security, and Spring Data Java Persistence API (JPA).</p>		

M&E TECHNICAL MANAGER			
Education (add rows as needed)			
Years	Course of Study	School	
08/1986–05/1992	B.S., Electrical and Electronics Engineering	California State University, Sacramento	
Professional Certifications or Designations (add rows as needed)			
Certification or Designation	Organization	Dates	
AWS Certified Solutions Architect Associate	Amazon Web Services (AWS)	November 2019–current	
Project Management Professional (PMP)	Project Management Institute (PMI)	May 2017–current	

#### PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE

Minimum Qualification ME-S24		A minimum of five (5) years of experience within the past ten (10) years, managing a technical team of at least 20 members on a large and complex IT systems development Project.	
Project #1		Contact #1	
Company Name: California Office of Systems Integration (OSI), Covered California		Contact Name: [REDACTED]	
Project Name: CalHEERS		Company Name: [REDACTED]	
Time Period: May 1, 2013 – July 31, 2020		Phone Number: [REDACTED]	
Percentage of Time: 100%		Email: [REDACTED]	
Staff Role: Application Technical Architect Manager (Equivalent to Technical Manager)			
Project #1		Contact #2	
Company Name: California Office of Systems Integration (OSI), Covered California		Contact Name: [REDACTED]	
Project Name: CalHEERS		Company Name: [REDACTED]	
Time Period: May 1, 2013 – July 31, 2020		Phone Number: [REDACTED]	
Percentage of Time: 100%		Email: [REDACTED]	
Staff Role: Application Technical Architect Manager (Equivalent to Technical Manager)			

**PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE**

*Description of relevant experience:*

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

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

**As the Application Technical Architect Manager, Jon’s accomplishments and responsibilities included:**

**Management**

- Managed a Technical team of 25 (onshore/offshore) personnel on the CalHEERS project, a large and complex IT systems development project
- Led a large group of onshore and offshore developers and responsibilities included providing coding standards, defining proper technical design documentation, and establishing quality stage gates in the DevOps continuous delivery/continuous integration (CI/CD) pipeline
- Managed the end-to-end SDLC process for the planning, design, development, testing, and implementation of technical architecture changes required for CalHEERS system enhancements/change requests for the original CalHEERS implementation and ongoing bi-monthly releases for maintenance and operations
- Oversaw the development of end-to-end solutioning for CalHEERS technical architecture change requests, including requirements analysis, estimation, design, implementation, and performance analysis.
- Provided oversight and technical leadership to the operations team to plan for production deployment releases, including the creation of a deployment runbook, by providing operations documentation for all new change requests
- Led the technical disciplines of the project and established, updated, and executed technical policies, processes, and procedures

**PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE**

- Managed technical design documentation templates and provided oversight for their use, and ensure compliance with agreements and client requirements
- Provided technical architecture direction for the development team on procedures for library selection, external interface service design, Java code structure, unit and integration testing, and Cloud vendor service selection
- Defined code review standards and tracked code quality, Junit test results, and security testing metrics (static and dynamic analysis), using tools like SonarQube, corresponding code quality stage gates in the DevOps continuous delivery/continuous integration (CI/CD) pipeline, and reported results to project client leadership
- Responsible for thought leadership for microservices strategy, interface partner weekly touchpoints, technical design of new interfaces created for CalSAWS, represented Accenture application technical architecture team reviewing the 24-month technical roadmap for the CalHEERS project, and provided application software status for the annual Technology Refresh Assessment work product.
- Provided technical thought leadership for AWS platform services, including the Anonymous Shopping (Plan Selection) hosted in AWS, utilizing AWS API Gateway, Amazon S3, AWS Lambda, Amazon DynamoDB
  - Implemented Amazon S3 solution for document storage of generated consumer forms resulting in reduced storage costs
  - Represented architecture and development team in quarterly summits with project stakeholders where new change requests were assessed and scheduled for release
  - Reviewed quality metrics such as SonarQube results along with static and dynamic (penetration) security scans
  - Designed and developed interface solutions that used JAX-WS (XML over HTTP) as well as JSON-based solutions used for interfaces with business systems such as Centers for Medicare and Medicaid Services (CMS) and CalSAWS
  - Designed and developed Spring microservice solutions that leveraged Spring Boot, deployed to Oracle WebLogic

**Collaboration**

- Worked with interface partners to develop and coordinate interface activities, including representatives from the DHCS MEDS system, the SAWS projects (C-IV, LRS, Los Angeles County, and CalWIN), insurance carriers, State and federal partners, FTB, EDD, and the IRS
- Participated in regular meetings with interface partners including CMS, SAWS, and health insurance providers to review proposed change requests and analyze existing interface traffic
- Prepared technical detailed design documentation and led reviews of the documentation with DHCS, CalSAWS, and Covered CA for compliance with client standards
- Coordinated with the Innovations Lead and Enterprise Architect to assess impacts of innovation proposals, application evolution efforts, and planned incremental implementation, including the annual Technology Refresh work product
- Collaborated with client technical SMEs and Operations team to plan go-live runbooks for as part of production releases
- Worked with the Database team to plan data model changes and review database performance

<b>Total Duration of all Projects cited to meet the MQ:</b>	<b>7 years, 3 months</b>
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PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification ME-S25	A minimum of five (5) years of experience within the past ten (10) years, managing the system development life cycle (SDLC) on maintenance and enhancement Projects that involved large and complex IT systems.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: California Office of Systems Integration (OSI), Covered California	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: [REDACTED]
Time Period: May 1, 2013 – July 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Application Technical Architect Manager (Equivalent to Technical Manager)	
<b>Project #1</b>	<b>Contact #2</b>
Company Name: California Office of Systems Integration (OSI), Covered California	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: [REDACTED]
Time Period: May 1, 2013 – July 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Application Technical Architect Manager (Equivalent to Technical Manager)	
Description of relevant experience:	
<p>The CalHEERS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>Integrates with at least two applications, one of which is a COTS:</b> The CalHEERS solution integrated with eight COTS applications, including Oracle and GetInsured, for healthcare eligibility, enrollment, and billing.</li> <li><b>Interfaces with at least five external systems, at least one of which is real-time:</b> The CalHEERS solution integrated with the Department of Health Care Services MEDS system (real time), as well as the California Statewide Automated Welfare systems, including C-IV (consortium of 39 counties), LEADER Replacement System (LRS), Los Angeles County, and CalWIN (consortium of 18 counties). Additional legacy systems interfaced to insurance carriers, State and federal verification services, and systems of organizations such as Franchise Tax Board (FTB), Employment Development Department (EDD), Centers for Medicare and Medicaid Systems (CMS), and the Internal Revenue Service (IRS).</li> <li><b>Is accessed by at least 1,000 users at multiple locations:</b> The CalHEERS solution was accessed by 5.5 million users in multiple locations.</li> <li><b>Has a contract value of at least \$10,000,000 dollars:</b> The total contract value was approximately \$1,090,000,000.</li> </ol>	

**PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE**

5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The CalHEERS solution included a customer-facing user interface built on REACT that was optimized for a mobile and desktop experience. The solution included an application and data layer along with a rules engine and implemented micro-services to access various services across the solution.

**As the Application Technical Architect Manager, Jon's accomplishments and responsibilities included:****Management**

- Managed a Technical team of 25 (onshore/offshore) personnel on the CalHEERS project, a large and complex IT systems development project
- Led a large group of onshore and offshore developers and responsibilities included providing coding standards, defining proper technical design documentation, and establishing quality stage gates in the DevOps continuous delivery/continuous integration (CI/CD) pipeline
- Managed the end-to-end SDLC process for the planning, design, development, testing, and implementation of technical architecture changes required for CalHEERS system enhancements/change requests for the original CalHEERS implementation and ongoing bi-monthly releases for maintenance and operations

**Planning**

- Represented architecture and development team in quarterly summits with project stakeholders where new change requests were assessed and scheduled for release
- Provided oversight in preparing the CalHEERS 24-month roadmap by providing thought leadership on technical change requests
- Coordinated with the Innovations Lead and Enterprise Architect to assess impacts of innovation proposals, application evolution efforts, and planned incremental implementation, including the annual Technology Refresh work product
- Worked with the Database team to plan data model changes and review database performance

**Analysis**

- Oversaw the development of end-to-end solutioning for CalHEERS technical architecture change requests, including requirements analysis, estimation, design, implementation, and performance analysis
- Collaborated with technical counterparts at DHCS, CalsAWS, OSI, and Covered CA to evaluate new change requests and technical enhancements
- Analyzed log data to identify external interface activity for performance and accuracy for CMS (Centers for Medicare and Medicaid Services)

**Design**

- Prepared technical detailed design documentation and led reviews of the documentation with DHCS, CalsAWS, and Covered CA for compliance with client standards

## PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE

- Provided technical architecture direction for the development team on procedures for library selection, external interface service design, Java code structure, unit and integration testing, and Cloud vendor service selection
- Confirmed all technical design activities complied with agreements and client requirements
- Managed technical design documentation templates and provided oversight for their use, and ensure compliance with agreements and client requirements
- Provided technical design AWS platform services, including the Anonymous Shopping (Plan Selection) hosted in AWS, utilizing AWS API Gateway, Amazon S3, AWS Lambda, Amazon DynamoDB

### Development

- Provided technical direction for the Development team and guidance for new interfaces
- Confirmed all development activities complied with agreements and client requirements
- Defined code review standards and tracked code quality and security metrics

### Testing

- Confirmed all testing activities complied with agreements and client requirements
- Provided technical oversight for Junit testing and corresponding code quality stage gates
- Defined code review standards and tracked code quality, Junit test results, and security testing metrics (static and dynamic analysis), using tools like SonarQube, corresponding code quality stage gates in the DevOps continuous delivery/continuous integration (CI/CD) pipeline, and reported results to project client leadership

### Implementation

- Provided oversight and technical leadership to the operations team to plan for production deployment releases, including the creation of a deployment runbook, by providing operations documentation for all new change requests
- Collaborated with Covered California Technical Team subject matter experts and the Operations team to plan and build go-live runbooks that defined the steps for completing the release

### Maintenance

- Provided support for production operations by providing development resources to review production logs to triage issues
- Led the technical disciplines of the project and established, updated, and executed technical policies, processes, and procedures

### Collaboration

- Worked with interface partners to develop and coordinate interface activities, including representatives from the DHCS MEDS system, the SAWS projects (C-IV, LRS, Los Angeles County, and CalWIN), insurance carriers, State and federal partners, FTB, EDD, and the IRS
- Participated in regular meetings with interface partners including CMS, SAWS, and health insurance providers to review proposed change requests and analyze existing interface traffic
- Provided architecture and development team support for weekly meetings with Centers for Medicare and Medicaid Services (CMS).

**PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE**

- Responsible for thought leadership for microservices strategy, interface partner weekly touchpoints, technical design of new interfaces created for CalSAWS, represented Accenture application technical architecture team reviewing the 24-month technical roadmap for the CalHEERS project, and provided application software status for the annual Technology Refresh Assessment work product

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>7 years, 3 months</b>
<b>Minimum Qualification ME-S26</b>		A minimum of five (5) years of experience within the past ten (10) years in the development, implementation, and management of information technology systems, including Oracle technologies, cloud architectures, business systems, server technologies, and communication technologies.
<b>Project #1</b>	<b>Contact #1</b>	
Company Name: California Office of Systems Integration (OSI), Covered California	Contact Name: [REDACTED]	
Project Name: CalHEERS	Company Name: [REDACTED]	
Time Period: May 1, 2013 – July 31, 2020	Phone Number: [REDACTED]	
Percentage of Time: 100%	Email: [REDACTED]	
Staff Role: Application Technical Architect Manager (Equivalent to Technical Manager)		
<b>Project #1</b>	<b>Contact #2</b>	
Company Name: California Office of Systems Integration (OSI), Covered California	Contact Name: [REDACTED]	
Project Name: CalHEERS	Company Name: [REDACTED]	
Time Period: May 1, 2013 – July 31, 2020	Phone Number: [REDACTED]	
Percentage of Time: 100%	Email: [REDACTED]	
Staff Role: Application Technical Architect Manager (Equivalent to Technical Manager)		
<i>Description of relevant experience:</i>		
<p><b>As the Application Technical Architect Manager, Jon's accomplishments and responsibilities included:</b></p> <p><b>Development</b></p> <ul style="list-style-type: none"> <li>Developed, implemented, and managed information technology systems, including Oracle technologies, cloud architectures, business systems, server technologies, and communication technologies</li> <li>Developed and implemented security solutions that leveraged Oracle Access Manager (OAM), Oracle Identity Access Manager (OAAM), Oracle Unified Directory (OUD) and integrated these solutions with Spring Security</li> </ul>		

## PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE

- Developed Oracle Database solutions, including the creation of PLSQL (including performance evaluation) to support requests from Java business logic
- Designed and developed Spring microservice solutions that leveraged Spring Boot, deployed to Oracle WebLogic
- Designed, developed, and implemented Shop and Compare in 2018, the first Covered California AWS application that utilizes Amazon S3 for static page content, Amazon API Gateway for REST service endpoint management, AWS Lambda for service deployment, and Amazon DynamoDB for application storage
- Implemented Amazon S3 solution for document storage of generated consumer forms resulting in reduced storage costs
- Designed and developed interface solutions that used JAX-WS (XML over HTTP) as well as JSON-based solutions used for interfaces with **business systems** such as Centers for Medicare and Medicaid Services (CMS) and CalSAWS.
- Managed the end-to-end SDLC process for the planning, design, development, testing, and implementation of technical architecture changes required for CalHEERS system enhancements/change requests for the original CalHEERS implementation and ongoing bi-monthly releases for maintenance and operations
- Led the technical disciplines of the project and established, updated, and executed technical policies, processes, and procedures
- Provided input into code review guidelines, templates for technical detailed design, and standards for secure and best practices coding
- Managed and developed **server technologies** such as web, application, and API servers, including **communication technologies**.
- Prepared technical detailed design documentation and led reviews of the documentation with DHCS, CalSAWS, and Covered CA for compliance with client standards
- Provided technical architecture direction for the development team on procedures for library selection, external interface service design, Java code structure, unit and integration testing, and Cloud vendor service selection
- Provided thought leadership for microservices strategy, interface partner weekly touchpoints, technical design of new interfaces created for CalSAWS, represented Accenture application technical architecture team reviewing the 24-month technical roadmap for the CalHEERS project, and provided application software status for the annual Technology Refresh Assessment work product.
- Implementation
- Reviewed quality metrics such as SonarQube results along with static and dynamic security scans
- Evaluated system performance, evaluated AWS services, and formulated recommendations to adopt native cloud services and features
- Assisted with automation testing efforts, making sure the online architecture supported page-click testing
- Collaborated with Covered California Technical Team subject matter experts and the Operations team to plan and build go-live runbooks that defined the steps for completing the release
- Analyzed log data to identify external interface activity for performance and accuracy for CMS (Centers for Medicare and Medicaid Services)
- Provided oversight and technical leadership to the Operations team to plan for production deployment releases, including the creation of a deployment runbook, by providing operations documentation for all new change requests
- Management

**PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE**

- Led technical activities, including support of web services, automated testing, APIs, application architecture platforms, application servers, AWS services, and database systems
- Assisted in providing thought leadership around ReactJS and microservices
- Provided oversight in preparing the CalHEERS 24-month roadmap by providing thought leadership on technical change requests
- Collaboration
- Worked with the Operations team to develop key performance indicators for critical interfaces to CMS
- Met regularly with CMS to discuss future changes and resolve interface performance issues
- Worked with interface partners to develop and coordinate interface activities, including representatives from the DHCS MEDS system, the SAWS projects (C-IV, LRS, Los Angeles County, and CalWIN), insurance carriers, State and federal partners, FTB, EDD, and the IRS. Worked with stakeholders to evaluate and propose innovation, including ReactJS front end with lightweight microservices
- Participated in regular meetings with interface partners including CMS, SAWS, and health insurance providers to review proposed change requests and analyze existing interface traffic
- Coordinated with the Innovations Lead and Enterprise Architect to assess impacts of innovation proposals, application evolution efforts, and planned incremental implementation, including the annual Technology Refresh work product
- Worked with the Database team to plan data model changes and review database performance

**Total Duration of all Projects cited to meet the MQ:****7 years, 3 months****Minimum Qualification ME-S27**

A minimum of one (1) year of experience within the past ten (10) years, on a large and complex IT System using Information Technology Infrastructure Library (ITIL) standards and framework.

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

Company Name: California Office of Systems Integration (OSI), Covered California

Contact Name: [REDACTED]

Project Name: CalHEERS

Company Name: [REDACTED]

Time Period: May 1, 2013 – July 31, 2020

Phone Number: [REDACTED]

Percentage of Time: 100%

Email: [REDACTED]

Staff Role: Application Technical Architect Manager (Equivalent to Technical Manager)

**Project #1****Contact #2**

Company Name: California Office of Systems Integration (OSI), Covered California

Contact Name: [REDACTED]

Project Name: CalHEERS

Company Name: [REDACTED]

## PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE

Time Period: May 1, 2013 – July 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Application Technical Architect Manager (Equivalent to Technical Manager)	
Description of relevant experience:	

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

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

### **As the Application Technical Architect Manager, Jon's accomplishments and responsibilities included:**

#### **Service Strategy**

- Used Information Technology Infrastructure Library (ITIL) standards and framework on the CalHEERS project, a large and complex IT system
- Provided oversight in preparing the CalHEERS 24-month roadmap by providing thought leadership on technical change requests
- Responsible for thought leadership for microservices strategy, interface partner weekly touchpoints, technical design of new interfaces created for CalSAWS, represented Accenture application technical architecture team reviewing the 24-month technical roadmap for the CalHEERS project, and provided application software status for the annual Technology Refresh Assessment work product.
- Worked with interface partners to develop and coordinate interface activities, including representatives from the DHCS MEDS system, the SAWS projects (C-IV, LRS, Los Angeles County, and CalWIN), insurance carriers, State and federal partners, FTB, EDD, and the IRS

#### **Service Design**

- Confirmed that all technical design, development, and testing activities complied with agreements and client requirements
- Prepared design documentation and proposed technical solutions for the online ReactJS front-end migration at CalHEERS

## PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE

- Led a large group of onshore and offshore developers and responsibilities included providing coding standards, defining proper technical design documentation, and establishing quality stage gates in the DevOps continuous delivery/continuous integration (CI/CD) pipeline
- Managed the end-to-end SDLC process for the planning, design, development, testing, and implementation of technical architecture changes required for CalHEERS system enhancements/change requests for the original CalHEERS implementation and ongoing bi-monthly releases for maintenance and operations
- Oversaw the development of end-to-end solutioning for CalHEERS technical architecture change requests, including requirements analysis, estimation, design, implementation, and performance analysis.
- Collaborated with technical counterparts at DHCS, CalSAWS, OSI, and Covered CA to evaluate new change requests and technical enhancements
- Designed, developed, and implemented Shop and Compare in 2018, the first Covered California AWS application that utilizes Amazon S3 for static page content, Amazon API Gateway for REST service endpoint management, AWS Lambda for service deployment, and Amazon DynamoDB for application storage
- Developed security solutions that leveraged Oracle Access Manager (OAM), Oracle Identity Access Manager (OAAM), Oracle Unified Directory (OUD) and integrated these solutions with Spring Security
- Developed Oracle Database solutions, including the creation of PLSQL (including performance evaluation) to support requests from Java business logic
- Designed and developed Spring microservice solutions that leveraged Spring Boot, deployed to Oracle WebLogic
- Designed and developed interface solutions that used JAX-WS (XML over HTTP) as well as JSON-based solutions used for interfaces with business systems such as Centers for Medicare and Medicaid Services (CMS) and CalSAWS

### Service Transition

- Followed change management best practices such as impact analysis, cross-team impacts, supporting the Test team, and working with operations to catalog deployment runbooks for deployment to production including coordinating interface partners
- Provided oversight and technical leadership to the Operations team to plan for production deployment releases, including the creation of a deployment runbook, by providing operations documentation for all new change requests

### Service Operations

- Worked with the client team and application manager to prioritize and coordinate release content and effort based on the SCR backlog, service requests, planned technical changes, third-party applications, and/or other system components
- Helped develop support for tickets that required more detailed research of the application code—CalHEERS operated ticket management with ServiceNow and Covered CA operated a service center where users could call and ask for attention so that detected issues would be raised in ServiceNow and reviewed by the Support teams at CalHEERS
- Worked with the infrastructure operations service desk lead and managed Tier 3 support for technical tickets that occurred in non-production and production environments

**PART 2 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS TABLE**

- Crafted design documentation for change requests that updated web interfaces with DHCS and the SAWS systems

**Continual Service Improvement**

- Participated in quarterly summits with Covered CA, DHCS, and SAWS to prioritize change requests based on legislative need and other factors
- Implemented Amazon S3 solution for document storage of generated consumer forms resulting in reduced storage costs
- Reviewed quality metrics such as SonarQube results along with static and dynamic (penetration) security scans
- Assisted with automation testing efforts, making sure the online architecture supported page-click testing
- Coordinated with the Innovations Lead and Enterprise Architect to assess impacts of innovation proposals, application evolution efforts, and planned incremental implementation, including the annual Technology Refresh work product

**Total Duration of all Projects cited to meet the MQ:****7 years, 3 months**



THIS IS TO CERTIFY THAT

**Jonathan B. Seltzer**

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

**Project Management Professional (PMP)<sup>®</sup>**

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



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

Jennifer Tharp | Chair, Board of Directors

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

Pierre Le Manh | President & CEO

PMP<sup>®</sup> Number: 2037200

PMP<sup>®</sup> Original Grant Date: 08 May 2017

PMP<sup>®</sup> Expiration Date: 08 May 2023



aws  certified

**Jon Seltzer**

AWS Certified Solutions Architect - Associate

**VALIDATION NUMBER:** 56WF83BC31VQQSW4

**VALIDATE AT:** <https://aws.amazon.com/verification>

**Issue Date:** Nov 28, 2022

**Expiration Date:** Nov 28, 2025

## 1.8 M&E APPLICATION MANAGER STAFF QUALIFICATIONS

M&E APPLICATION MANAGER			
PART 1 – RÉSUMÉ			
Contractor	Accenture LLP		
Candidate Name	Vivek Narayanaswamy		
Position in the Company	Associate Director	Length of Time in Position	8 years
Project Position & Responsibilities	M&E Application Manager Vivek meets all the requirements as defined in RFP section 13.1.3.6.8.		
Skills & Qualifications for Project Position	<p><b>Skills:</b> Vivek manages projects to confirm adherence to budget, schedule, and scope. He uses PMBOK principles to standardize project management practices throughout project towers and across functions. He develops, designs, and maintains software products or systems to support client strategies. He collaborates with client technical teams, business process leads, end users, and stakeholders as part of large-scale IT implementations that include analysis, design, build, and test of new components or enhancements. He manages the SCR process to enable rapid releases into production and to the end users. His technical skills include the following: application and system modification, systems engineering, release planning and management, capacity planning, performance testing and monitoring, and batch processing. Vivek develops communication plans for key application changes, collaborates with Stakeholders and assesses proposed enhancements.</p> <p><b>Qualifications:</b> Vivek is a Project Management Professional (PMP) with 24 years of experience managing complex IT projects and delivering technology-based business solutions for health and human services clients. He has demonstrated his leadership capabilities in agile planning and estimation, program/project management, scope management, application development automation, business process design, testing, process improvement, and quality and risk management (<b>Exceeds: ME-S29</b>). He has managed teams of 150 people across application development, system testing, and release management functions. Vivek's experience includes the full application development lifecycle, as well as maintenance and operations support for complex information systems (<b>Exceeds: ME-S28</b>). He applies user centered design (UCD) and user experience (UX) principles to improve the user experience and confirms design sessions and walkthroughs are planned, executed, and delivered on schedule (<b>Exceeds: ME-S30</b>).</p>		
Project Title	California State Automated Welfare System (CalSAWS)		
Position Title	Application Development Manager		

M&E APPLICATION MANAGER				
Begin Date	03/2019	End Date	Ongoing	# of Months
Scope and Description of Responsibility	<p><b>Scope:</b> Vivek manages the Application Development and Design Teams. He works across the service delivery lifecycle on solutions for new system rollouts, major and/or minor enhancements, and ongoing maintenance of existing applications. He identifies and assesses complex issues that require analysis and resolution, and he creates solutions for implementation by his skilled team.</p> <p><b>Responsibility:</b> Vivek manages CalSAWS application changes as well as the SCR process. He maintains applications according to service level agreements (SLAs). He searches for ways to improve application development processes, including development automation. He works with the Consortium on release planning to meet identified policies. As the Application Development Manager, he is responsible for planning and managing budgets and Consortium priorities.</p>			
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Vivek is skilled in program/project management using PMBOK principles, scope management, and quality management—an area where he confirms CMMI compliance. He applies these skills to CalSAWS to establish practices, templates, policies, tools, and partnerships.</p> <p><b>Experience Attained:</b> CalSAWS leadership asked Vivek to repeat the benefits match process he had completed for LRS. Vivek confirmed the benefits data conversion matched between CalSAWS systems. He had the same success for CalSAWS, saving work effort and project costs.</p>			
Project Title	<b>LEADER Replacement System (LRS)</b>			
Position Title	Application Development Manager			
Begin Date	04/2014	End Date	03/2019	# of Months
Scope and Description of Responsibility	<p><b>Scope:</b> Vivek managed application development, system test, and release management sharing his extensive project knowledge and program principles, methods, and techniques. He supported conversion activities and managed the application release schedule, including the coordination of priority releases.</p> <p><b>Responsibility:</b> Vivek established work and staffing plans, monitored quality, supported conversion activities, and developed cost estimates and implementation schedules for changes requested by counties, the State, or state legislature. He managed 200 people and subcontractors and reported on project success criteria results, metrics, test, and deployment management activities. When LRS migrated to cloud architecture, Vivek confirmed all applications were compatible with the new infrastructure and maintained performance levels.</p>			
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Vivek has expert-level skills in program/project management and strong problem-solving skills and is known for building and motivating team members to create quality deliverables on budget and on schedule. He consistently monitors and validates that the Application team has the necessary skill set and experience to carry out application functions required by the SDL.</p>			

M&E APPLICATION MANAGER				
	<b>Experience Attained:</b> During data conversion, the client was concerned about the benefits match process between old and new systems. Vivek confirmed the benefits data conversion matched between systems. He eliminated 70 percent of the cases (which numbered in the millions), saving the LRS project work effort and cost. The data conversion process was so successful, CalSAWS leadership requested Vivek complete the same procedure for that project.			
Project Title	<b>Los Angeles Eligibility, Automated Determination, Evaluation and Reporting (LEADER)</b>			
Position Title	Application Development Manager			
Begin Date	01/2005	End Date	03/2014	# of Months 111
Scope and Description of Responsibility	<b>Scope:</b> Vivek managed application development, system test, and release management sharing his extensive project knowledge and program principles, methods, and techniques. <b>Responsibility:</b> Vivek established work and staffing plans, monitored quality and developed cost estimates and implementation schedules for changes requested by counties, the State, or state legislature. He managed 90 people and subcontractors and reported on project success criteria results, metrics, test, and deployment management activities.			
Skills Utilized and Experience Attained	<b>Skills Utilized:</b> Vivek has expert-level skills in program/project management and strong problem-solving skills and is known for building and motivating team members to create quality deliverables on budget and on schedule. He consistently monitors and validates that the Application team has the necessary skill set and experience to carry out application functions required by the SDLC. <b>Experience Attained:</b> Vivek provided direct input regarding customizations in a user centered design approach to implement a custom customer facing self-service portal, Your Benefits Now (YBN).			
Education (add rows as needed)				
Years	Course of Study	School		
08/1992 – 04/1996	B.S., Mechanical Engineering	Shanmugha Arts, Science, Technology and Research Academy		
Professional Certifications or Designations (add rows as needed)				
Certification or Designation	Organization	Dates		
SAFe Agile	SAFe Agile	September 2022, expires September 2023, Credential: 64910695-0970		
Project Management Professional	Project Management Institute	April 2012, expires April 2024, Credential: #1497005		

**PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE**

Minimum Qualification ME-\$28	A minimum of five (5) years of experience within the past ten (10) years, as the application manager or lead on Projects involving large and complex IT systems in a health and human services or health care services Project.	
Project #1		Contact #1
Company Name: CalSAWS Consortium		Contact Name: [REDACTED]
Project Name: CalSAWS		Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) March 4, 2019 – January 4, 2023 (Ongoing)		Phone Number: [REDACTED]
Percentage of Time: 100%		Email: [REDACTED]
Staff Role: Application Development Manager		

**Description of relevant experience:**

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

- 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).
- 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.
- 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.
- Has a contract value of at least \$10,000,000 dollars:** The CalSAWS contract value is \$1,425,495,842.
- Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.

**As the CalSAWS Application Development Team Manager, Vivek's responsibilities include:****Project Scope**

- Serves as the Application Development Manager, overseeing application development teams of over 250 on-shore and offshore resources on CalSAWS

## PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE

- Managed the inception of the offshore application development and design team to deliver application changes from the Accenture Global Delivery Network.
- Established a CalSAWS custom SDLC delivery method, Release When Ready (RWR), to improve the agility of Maintenance and Enhancements delivery to production. Provided guidance and drove conversations with Accenture and Client Executive teams to continuously improve the process used by all Application Development teams today.
- Managed application related changes required to ensure a successful migration of the LRS application to the AWS cloud environment. Facilitated productive conversations with the Technical and Infrastructure team, contributing to key decisions and inputs required to migrate the system to AWS.
- Managed the capacity planning and implementation of over 400 DD&I related Enhancements over 2 years as a result of the application analysis done to identify required enhancements to support the 58-county solution for LRS, C-IV and CalWIN.
- Manages the day-to-day activities and all aspects of the Accenture's application staff including team assignments, subcontractors, and project deliverables for the release. Establishes work plans and staffing plans. Motivates team members to meet project goals, adhering to their responsibilities and project milestones
- Manages a portfolio of complex initiatives including Benefit Match for C-IV Conversion, Pandemic Response, Post Implementation Support for the C-IV Counties. Works with the Accenture Leadership Team, Consortium Policy Design / Governance Director and Release Management / Test Director and other peers for strategy development and execution planning. Develops cost estimates and implementation schedules for changes requested by counties, State, or legislature.
- Manages the release schedule, including the coordination of any priority releases. Works with the Consortium to prioritize and coordinate release content and effort based on the SCR backlog, service requests, third-party applications and/or other CalSAWS components.
- Managed the application development team that designed, developed and maintained the public-facing Your Benefits Now (YBN) and C4Yourself applications which was replaced by BenefitsCal in September 2021.
- Confirms design sessions and walkthroughs are planned, executed, and delivered on schedule. Manages Eligibility, Correspondence, Online, and Reports team during system design and development. Provides functional knowledge in application design and build
- Establishes practices, templates, policies, tools, and partnerships to expand and mature these capabilities for the organization
- Delivers timely CalSAWS changes, enhancements, associated deliverables, and defect fixes.
- Leads application scope management and the evaluation of potential application scope changes. Communicates plans for key application changes

### Quality

- Delivered high quality releases on a consistent basis with an defect density rate of less than 2%
- Oversees the requirements management processes. Monitors and assesses issues relating to requirement changes and manages the SCR
- Documents defect fixes and confirms SCRs are reflected in the appropriate deliverable accurately

**PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE**

**Collaboration**

- Collaborates with the Infrastructure Operations Service Desk Lead and manages Tier 3 support for application tickets that occur in non-production and production environments.
- Monitors quality and timeliness. Confirms adherence to standards and quality assurance methodologies are followed to support CMMI compliance
- Supports stakeholder and program sponsor sessions in the development of application functionality.

**Continuous Improvement**

- Collaborates with continuous improvement manager's SCR process efforts to enable rapid releases into production and to the end users
- Evaluates CalSAWS software and performance, evaluates AWS services, and formulates recommendations to adopt native cloud services
- Assesses proposed CalSAWS enhancements for design alternatives based on all identified constraints, such as cost, schedule, usability, maintainability, and reliability

Project #2	Contact #2
Company Name: LA County Department of Public Social Services (DPSS)	Contact Name: [REDACTED]
Project Name: LEADER Replacement System (LRS)	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) April 1, 2014 – March 3, 2019	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Application Development Manager	
Description of relevant experience:	
<p>The LRS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>Integrates with at least two applications, one of which is a COTS:</b> The LRS solution integrated with a member self-service portal, IVR, EDMS (document imaging), call center application, mobile apps, and a real-time lobby check-in. LRS and ancillary services use 60+ off the shelf software components as part of the overall solution including Adobe, Cisco, IBM, Informatica, Oracle, Pitney Bowes, SAP, ServiceNow, and VMWare.</li> <li><b>Interfaces with at least five external systems, at least one of which is real-time:</b> The LRS solution interfaced with several real time external systems including MEDS, IEVS, DMS/ELP, CALWIN, Department of Children and Family Services (DCSF), Child Support, Department of Public Social Services (DCSS), and CalHEERS (near real time).</li> <li><b>Is accessed by at least 1,000 users at multiple locations:</b> The LRS solution was accessed by 13,000 Los Angeles County users at 130 office locations.</li> </ol>	

**PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- 4. Has a contract value of at least \$10,000,000 dollars:** The solution contract value was \$1,054,145,353 (initial term, amended).
- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The LRS solution includes multi-tiered architecture including front-end applications optimized for a variety of user interface platforms.

**As the LRS Application Development Manager, Vivek's responsibilities included:**

**Project Scope**

- **Served as the Application Development Manager on the LEADER Replacement System (LRS), overseeing all of the application development and design teams of over 200 onshore resources.**
- Managed the successful phased roll-out of the LRS application from the LEADER system for LA county DPSS and DCFS. Project was delivered on-time and within budget with zero defects reported at go-live.
- Managed Joint Application Development (JAD) sessions prior to LRS Application go-live as a key contributor and decision maker to critical go-live activities for LEADER to LRS migration.
- Implemented a benefit match process as part of the LRS Application go-live. This reduced overhead for the LA county workers, reducing worker intervention for case review with a benefit match rate of 75%. The benefit match process is still used today as a key part of the successful go-live for C-IV and CalWIN Counties with a 73% and 71% match rate respectively.
- Managed the day-to-day activities and all aspects of the application staff including the definition and development of overall project objectives, scope, work, resource allocation, and contracts (firm fixed price and time and materials)
- Planned, prioritized, organized, and controlled team assignments ensuring appropriate resources were assigned to specific and applicable project roles
- Participated in the development of the advance planning document
- Managed application scope and evaluation of potential scope changes. Communicated plans for key application changes
- Supervised requirements management process, including monitoring and assessing issues that related to requirements changes
- Created work plans and staffing plans
- Developed cost estimates and implementation schedules for changes requested by counties, State, or legislature
- Managed the release schedule, including the coordination of priority releases
- Worked with the LA County to prioritize and coordinate release content and effort based on the SCR backlog, service requests, third-party applications and/or other LRS components
- Managed technical analysts in the Design, Development and Test of system enhancements and defects
- Delivered timely changes, enhancements, associated deliverables, and defect fixes
- Assessed proposed enhancements for design alternatives based on all identified constraints, such as cost, schedule, usability, maintainability, and reliability
- Managed and tracked actual versus planned project hours for all resources assigned to Application Development and Test teams

**PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- Supported conversion activities
- Confirmed the documentation of defect fixes and SCRs were reflected in the appropriate deliverable accurately. Collaborated with client to set target dates for the SCRs and deficiencies
- Provided functional knowledge in application design and build. Shared extensive project knowledge and program management principles, methods, and techniques to grow team development
- Managed various business process reengineering projects
- Managed more than 200 people, including subcontractors and cross-functional team members, across application development, system test, and release management
- Worked with the Infrastructure Operations Service Desk Lead and manage Tier 3 support for application tickets that occur in non-production and Production environments

**Quality**

- Monitored quality and timeliness
- Managed project and program issues and risks to mitigate impact to baseline
- Initiated, managed, and implemented continuous process improvements including for the SCR process to enable rapid releases into production and to the end users

**Collaboration**

- Tracked overall project performance. Shared performance data with internal and external teams
- Developed public-facing application functionality. Supported stakeholder and program sponsor sessions. Created project reports for stakeholders and sponsors. Reported on project success criteria results, metrics, test, and deployment management activities
- Confirmed design sessions and walkthroughs were planned, executed, and delivered on schedule
- Evaluated LRS software and performance and formulated recommendations to adopt

Project #3	Contact #3
Company Name: LA County Department of Public Social Services (DPSS)	Contact Name: [REDACTED]
Project Name: LEADER	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) January 1, 2005 – March 31, 2014	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Application Development Manager	
Description of relevant experience:	

**PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE**

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

1. **Integrates with at least two applications, one of which is a COTS:** The LEADER solution integrated with a member self-service portal, EDMS (document imaging), a call center application, mobile apps, and a real-time lobby check-in. The overall solution included several COTS applications including EDMS, Adobe, Cisco, Informatica, and Microsoft Mail Merge.
2. **Interfaces with at least five external systems, at least one of which is real-time:** The LEADER solution interfaced with several real time external systems including MEDS, IEVS, DMS/ELP, CalWIN, Department of Children and Family Services (DCSF), Child Support, Department of Public Social Services (DCSS), and CalHEERS (near real time).
3. **Is accessed by at least 1,000 users at multiple locations:** The LEADER solution was accessed by 13,000 Los Angeles County users at 100 office locations.
4. **Has a contract value of at least \$10,000,000 dollars:** The initial contract value was \$150 million.
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The LEADER solution included multi-tiered architecture including front-end applications optimized for a variety of user interface platforms.

**As the LEADER Application Development Manager, Vivek's responsibilities included:**

**Project Scope**

- **Served as the Application Development Manager on the LEADER overseeing Application Development and System Test Teams, overseeing all of the application development and design teams of over 90 onshore resources.**
- Facilitated and Managed requirements gathering, design, development and testing for a successfully implemented County requested self-service portal, Your Benefits Now (YBN)
- Represented LEADER in statewide JAD sessions for CalHEERS integration, providing suggestions to the overall strategy that efficiently sends and received transactions for the Medi-Cal program.
- Managed the day-to-day activities and all aspects of the application staff including the definition and development of overall project objectives, scope, work, resource allocation, and contracts (firm fixed price and time and materials)
- Planned, prioritized, organized, and controlled team assignments ensuring appropriate resources were assigned to specific and applicable project roles
- Participated in the development of the advance planning document
- Managed application scope and evaluation of potential scope changes. Communicated plans for key application changes
- Supervised requirements management process, including monitoring and assessing issues that related to requirements changes
- Created work plans and staffing plans
- Developed cost estimates and implementation schedules for changes requested by LA County, State, or legislature
- Managed the release schedule, including the coordination of priority releases

PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE		
<ul style="list-style-type: none"> <li>• Worked with the LA County to prioritize and coordinate release content and effort based on the SCR backlog, service requests, third-party applications and/or other LEADER components</li> <li>• Managed technical analysts in the Design, Development and Test of system enhancements and defects</li> <li>• Delivered timely changes, enhancements, associated deliverables, and defect fixes</li> <li>• Assessed proposed enhancements for design alternatives based on all identified constraints, such as cost, schedule, usability, maintainability, and reliability</li> <li>• Managed and tracked actual versus planned project hours for all resources assigned to Application Development and Test teams</li> <li>• Confirmed the documentation of defect fixes and SCRs were reflected in the appropriate deliverable accurately. Collaborated with client to set target dates for the SCRs and deficiencies</li> <li>• Provided functional knowledge in application design and build. Shared extensive project knowledge and program management principles, methods, and techniques to grow team development</li> <li>• Managed various business process reengineering projects</li> <li>• Managed more than 90 people, including subcontractors and cross-functional team members, across application development, system test, and release management</li> <li>• Worked with the Infrastructure Operations Service Desk Lead and manage Tier 3 support for application tickets that occur in non-production and Production environments</li> </ul>		
<b>Quality</b>		
<ul style="list-style-type: none"> <li>• Monitored quality and timeliness</li> <li>• Managed project and program issues and risks to mitigate impact to baseline</li> <li>• Initiated, managed, and implemented continuous process improvements including for the SCR process to enable rapid releases into production and to the end users</li> </ul>		
<b>Collaboration</b>		
<ul style="list-style-type: none"> <li>• Tracked overall project performance. Shared performance data with internal and external teams</li> <li>• Developed public-facing application functionality. Supported stakeholder and program sponsor sessions. Created project reports for stakeholders and sponsors. Reported on project success criteria results, metrics, test, and deployment management activities</li> <li>• Confirmed design sessions and walkthroughs were planned, executed, and delivered on schedule</li> <li>• Evaluated LEADER software and performance and formulated recommendations to adopt</li> </ul>		
<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>10 years</b>
Minimum Qualification ME-S29	A minimum of five (5) years of experience within the past ten (10) years, managing a SDLC, including business and system requirement specification, design, development, testing, and implementation, on Projects involving large and complex IT systems.	

PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE	
Project #1	Contact #1
Company Name: CalSAWS Consortium	Contact Name: [REDACTED]
Project Name: CalSAWS	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) March 4, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Application Development Manager	
Description of relevant experience:	
<p>The CalSAWS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>Integrates with at least two applications, one of which is a COTS:</b> The CalSAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).</li> <li><b>Interfaces with at least five external systems, at least one of which is real-time:</b> The CalSAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKS Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.</li> <li><b>Is accessed by at least 1,000 users at multiple locations:</b> The CalSAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties are migrated, the number of CalSAWS users will be approximately 41,500.</li> <li><b>Has a contract value of at least \$10,000,000 dollars:</b> The CalSAWS contract value is \$1,425,495,842.</li> <li><b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalSAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.</li> </ol>	
<p><b>As the CalSAWS Application Development Team Manager, Vivek's responsibilities include:</b></p> <p><b>Project Scope</b></p> <ul style="list-style-type: none"> <li>Managed the capacity planning and implementation of over 400 DD&amp;I related Enhancements over 2 years as a result of the application analysis done to identify required enhancements to support the 58-county solution for LRS, C-IV and CalWIN.</li> </ul>	

## PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE

- **Manages a portfolio of complex initiatives including Benefit Match for C-IV Conversion, Pandemic Response, Post Implementation Support for the C-IV Counties. Works with the Accenture Leadership Team, Consortium Policy Design / Governance Director and Release Management / Test Director and other peers for strategy development and execution planning. Develops cost estimates and implementation schedules for changes requested by counties, State, or legislature.**
- **Confirms design sessions and walkthroughs are planned, executed, and delivered on schedule. Manages Eligibility, Correspondence, Online, and Reports team during system design and development. Provides functional knowledge in application design and build**
- **Serves as the Application Development Manager, overseeing application development teams of over 250 on-shore and offshore resources on CalSAWS**
- **Managed the inception of the offshore application development and design team to deliver application changes from the Accenture Global Delivery Network.**
- **Established a CalSAWS custom SDLC delivery method, Release When Ready (RWR), to improve the agility of Maintenance and Enhancements delivery to production. Provided guidance and drove conversations with Accenture and Client Executive teams to continuously improve the process used by all Application Development teams today.**
- **Managed application related changes required to ensure a successful migration of the LRS application to the AWS cloud environment. Facilitated productive conversations with the Technical and Infrastructure team, contributing to key decisions and inputs required to migrate the system to AWS.**
- **Manages the day-to-day activities and all aspects of the Accenture's application staff including team assignments, subcontractors, and project deliverables for the release. Establishes work plans and staffing plans. Motivates team members to meet project goals, adhering to their responsibilities and project milestones**
- **Manages the release schedule, including the coordination of any priority releases. Works with the Consortium to prioritize and coordinate release content and effort based on the SCR backlog, service requests, third-party applications and/or other CalSAWS components.**
- **Managed the application development team that designed, developed and maintained the public-facing Your Benefits Now (YBN) and C4Yourself applications which was replaced by BenefitsCal in September 2021.**
- **Establishes practices, templates, policies, tools, and partnerships to expand and mature these capabilities for the organization**
- **Delivers timely CalSAWS changes, enhancements, associated deliverables, and defect fixes.**
- **Leads application scope management and the evaluation of potential application scope changes. Communicates plans for key application changes**

### Quality

- **Delivered high quality releases on a consistent basis with a defect density rate of less than 2%**
- **Oversees the requirements management processes. Monitors and assesses issues relating to requirement changes and manages the SCR**
- **Documents defect fixes and confirms SCRs are reflected in the appropriate deliverable accurately**

### Collaboration

**PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- Collaborates with the Infrastructure Operations Service Desk Lead and manages Tier 3 support for application tickets that occur in non-production and production environments.
- Monitors quality and timeliness. Confirms adherence to standards and quality assurance methodologies are followed to support CMMI compliance
- Supports stakeholder and program sponsor sessions in the development of application functionality.

**Continuous Improvement**

- Collaborates with continuous improvement manager's SCR process efforts to enable rapid releases into production and to the end users
- Evaluates CalSAWS software and performance, evaluates AWS services, and formulates recommendations to adopt native cloud services
- Assesses proposed CalSAWS enhancements for design alternatives based on all identified constraints, such as cost, schedule, usability, maintainability, and reliability

Project #2	Contact #2
Company Name: LA County Department of Public Social Services (DPSS)	Contact Name: [REDACTED]
Project Name: LEADER Replacement System (LRS)	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) April 1, 2014 – March 3, 2019	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Application Development Manager	

*Description of relevant experience:*

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

- 1. Integrates with at least two applications, one of which is a COTS:** The LRS solution integrated with a member self-service portal, IVR, EDMS (document imaging), call center application, mobile apps, and a real-time lobby check-in. LRS and ancillary services use 60+ off the shelf software components as part of the overall solution including Adobe, Cisco, IBM, Informatica, Oracle, Pitney Bowes, SAP, ServiceNow, and VMWare.
- 2. Interfaces with at least five external systems, at least one of which is real-time:** The LRS solution interfaced with several real time external systems including MEDS, IEVS, DMS/ELP, CalWIN, Department of Children and Family Services (DCSF), Child Support, Department of Public Social Services (DCSS), and CalHEERS (near real time).
- 3. Is accessed by at least 1,000 users at multiple locations:** The LRS solution was accessed by 13,000 Los Angeles County users at 130 office locations.

**PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE**

4. **Has a contract value of at least \$10,000,000 dollars:** The solution contract value was \$1,054,145,353 (initial term, amended).
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The LRS solution includes multi-tiered architecture including front-end applications optimized for a variety of user interface platforms.

**As the LRS Application Development Manager, Vivek's responsibilities included:**

**Project Scope**

- **Managed technical analysts in the Design, Development and Test of system enhancements and defects**
- **Managed more than 200 people, including subcontractors and cross-functional team members, across application development, system test, and release management**
- **Provided functional knowledge in application design and build. Shared extensive project knowledge and program management principles, methods, and techniques to grow team development**
- **Managed application scope and evaluation of potential scope changes. Communicated plans for key application changes**
- **Served as the Application Development Manager on the LEADER Replacement System (LRS), overseeing all of the application development and design teams of over 200 on-shore resources.**
- **Managed the successful phased roll-out of the LRS application from the LEADER system for LA county DPSS and DCFS. Project was delivered on-time and within budget with zero defects reported at go-live.**
- **Managed Joint Application Development (JAD) sessions prior to LRS Application go-live as a key contributor and decision maker to critical go-live activities for LEADER to LRS migration.**
- **Implemented a benefit match process as part of the LRS Application go-live. This reduced overhead for the LA county workers, reducing worker intervention for case review with a benefit match rate of 75%. The benefit match process is still used today as a key part of the successful go-live for C-IV and CalWIN Counties with a 73% and 71% match rate respectively.**
- **Managed the day-to-day activities and all aspects of the application staff including the definition and development of overall project objectives, scope, work, resource allocation, and contracts (firm fixed price and time and materials)**
- **Planned, prioritized, organized, and controlled team assignments ensuring appropriate resources were assigned to specific and applicable project roles**
- **Participated in the development of the advance planning document**
- **Supervised requirements management process, including monitoring and assessing issues that related to requirements changes**
- **Created work plans and staffing plans**
- **Developed cost estimates and implementation schedules for changes requested by counties, State, or legislature**
- **Managed the release schedule, including the coordination of priority releases**
- **Worked with the LA County to prioritize and coordinate release content and effort based on the SCR backlog, service requests, third-party applications and/or other LRS components**
- **Delivered timely changes, enhancements, associated deliverables, and defect fixes**

**PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- Assessed proposed enhancements for design alternatives based on all identified constraints, such as cost, schedule, usability, maintainability, and reliability
- Managed and tracked actual versus planned project hours for all resources assigned to Application Development and Test teams
- Supported conversion activities
- Confirmed the documentation of defect fixes and SCRs were reflected in the appropriate deliverable accurately. Collaborated with client to set target dates for the SCRs and deficiencies
- Managed various business process reengineering projects
- Worked with the Infrastructure Operations Service Desk Lead and manage Tier 3 support for application tickets that occur in non-production and Production environments

**Quality**

- Monitored quality and timeliness
- Managed project and program issues and risks to mitigate impact to baseline
- Initiated, managed, and implemented continuous process improvements including for the SCR process to enable rapid releases into production and to the end users

**Collaboration**

- Tracked overall project performance. Shared performance data with internal and external teams
- Developed public-facing application functionality. Supported stakeholder and program sponsor sessions. Created project reports for stakeholders and sponsors. Reported on project success criteria results, metrics, test, and deployment management activities
- Confirmed design sessions and walkthroughs were planned, executed, and delivered on schedule
- Evaluated LRS software and performance and formulated recommendations to adopt

Project #3	Contact #3
Company Name: LA County Department of Public Social Services (DPSS)	Contact Name: [REDACTED]
Project Name: LEADER	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) January 1, 2005 – March 31, 2014	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Application Development Manager	
Description of relevant experience: The LEADER project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:	

## PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE

1. **Integrates with at least two applications, one of which is a COTS:** The LEADER solution integrated with a member self-service portal, EDMS (document imaging), a call center application, mobile apps, and a real-time lobby check-in. The overall solution included several COTS applications including EDMS, Adobe, Cisco, Informatica, and Microsoft Mail Merge.
2. **Interfaces with at least five external systems, at least one of which is real-time:** The LEADER solution interfaced with several real time external systems including MEDS, IEVS, DMS/ELP, CalWIN, Department of Children and Family Services (DCSF), Child Support, Department of Public Social Services (DCSS), and CalHEERS (near real time).
3. **Is accessed by at least 1,000 users at multiple locations:** The LEADER solution was accessed by 13,000 Los Angeles County users at 100 office locations.
4. **Has a contract value of at least \$10,000,000 dollars:** The initial contract value was \$150 million.
5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The LEADER solution included multi-tiered architecture including front-end applications optimized for a variety of user interface platforms.

**As the LEADER Application Development Manager, Vivek's responsibilities included:**

### Project Scope

- Managed more than 90 people, including subcontractors and cross-functional team members, across application development, system test, and release management
- Managed technical analysts in the Design, Development and Test of system enhancements and defects
- Managed and tracked actual versus planned project hours for all resources assigned to Application Development and Test teams
- Provided functional knowledge in application design and build. Shared extensive project knowledge and program management principles, methods, and techniques to grow team development
- Managed application scope and evaluation of potential scope changes. Communicated plans for key application changes
- Served as the Application Development Manager on the LEADER overseeing Application Development and System Test Teams, overseeing all of the application development and design teams of over 90 on-shore resources.
- Facilitated and Managed requirements gathering, design, development and testing for a successfully implemented County requested self service portal, Your Benefits Now (YBN)
- Represented LEADER in statewide JAD sessions for CalHEERS integration, providing suggestions to the overall strategy that efficiently sends and received transactions for the Medi-Cal program.
- Managed the day-to-day activities and all aspects of the application staff including the definition and development of overall project objectives, scope, work, resource allocation, and contracts (firm fixed price and time and materials)
- Planned, prioritized, organized, and controlled team assignments ensuring appropriate resources were assigned to specific and applicable project roles
- Participated in the development of the advance planning document

**PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE**

- Supervised requirements management process, including monitoring and assessing issues that related to requirements changes
- Created work plans and staffing plans
- Developed cost estimates and implementation schedules for changes requested by LA County, State, or legislature
- Managed the release schedule, including the coordination of priority releases
- Worked with the LA County to prioritize and coordinate release content and effort based on the SCR backlog, service requests, third-party applications and/or other LEADER components
- Delivered timely changes, enhancements, associated deliverables, and defect fixes
- Assessed proposed enhancements for design alternatives based on all identified constraints, such as cost, schedule, usability, maintainability, and reliability
- Confirmed the documentation of defect fixes and SCRs were reflected in the appropriate deliverable accurately. Collaborated with client to set target dates for the SCRs and deficiencies
- Managed various business process reengineering projects
- Worked with the Infrastructure Operations Service Desk Lead and manage Tier 3 support for application tickets that occur in non-production and Production environments

**Quality**

- Monitored quality and timeliness
- Managed project and program issues and risks to mitigate impact to baseline
- Initiated, managed, and implemented continuous process improvements including for the SCR process to enable rapid releases into production and to the end users

**Collaboration**

- Tracked overall project performance. Shared performance data with internal and external teams
- Developed public-facing application functionality. Supported stakeholder and program sponsor sessions. Created project reports for stakeholders and sponsors. Reported on project success criteria results, metrics, test, and deployment management activities
- Confirmed design sessions and walkthroughs were planned, executed, and delivered on schedule
- Evaluated LEADER software and performance and formulated recommendations to adopt

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>10 years</b>
<b>Minimum Qualification ME-S30</b>	A minimum of three (3) years of experience applying UCD processes and User Experience (UX) activities (such as usability reviews, studies, and testing) on IT Projects.	
<b>Project #1</b>	<b>Contact #1</b>	
Company Name: CalSAWS Consortium		Contact Name: [REDACTED]

PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE	
Project Name: CalsAWS	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) March 4, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Application Development Manager	
Description of relevant experience:	
<p><b>As the CalsAWS Application Team Lead, Vivek's responsibilities include:</b></p> <p><b>Project Scope</b></p> <ul style="list-style-type: none"> <li>• Applies UCD and user experience (UX) principles where applicable to improve the user experience for customers and County staff. The functionality such as CalsAWS Application impacts from BenefitsCal, C-IV &amp; CalWIN Conversion Benefits Match, and GA/GR were implemented by following UCD processes amongst other system enhancements.</li> <li>• Collaborated with State Advocates regarding public requests for the updated Self Service Portal and ensured the requested functionality can be implemented and integrated with the CalsAWS System.</li> <li>• Collaborated with the County Workers regarding the outcome of Benefit Match to ensure efficient county business processes regarding post conversion activities regarding case management ultimately resulting in less workload and overhead.</li> <li>• Collaborated with the CalWIN County Workers and Gainwell to collect requirements and review the existing design for GA/GR in CalWIN to ensure the CalsAWS implementation was completed similarly with additional enhancements. The CalsAWS GA/GR solution was successfully implemented with minimal impact to the existing county business processes.</li> <li>• Confirms design sessions and walkthroughs are planned, executed, and delivered on schedule. Manages Application Development teams during system design and development. Provides functional knowledge in application design and build</li> <li>• Participates in establishing practices, templates, policies, tools, and partnerships to expand and mature these capabilities for the organization</li> <li>• Delivers timely CalsAWS changes, enhancements, associated deliverables, and defect fixes related to UCD.</li> <li>• Leads application scope management and the evaluation of potential application scope changes. Communicates plans for key application changes</li> </ul> <p><b>Collaboration</b></p> <ul style="list-style-type: none"> <li>• Monitors quality and timeliness. Confirms adherence to standards and quality assurance methodologies are followed to support CMMI compliance</li> </ul>	

**PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE****Continuous Improvement**

- Assesses proposed CalsAWS enhancements for design alternatives based on all identified constraints, such as cost, schedule, usability, maintainability, and reliability

Project #2	Contact #2
Company Name: CalsAWS Consortium	Contact Name: [REDACTED]
Project Name: LEADER Replacement System (LRS)	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) April 1, 2014 – March 3, 2019	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]

Staff Role: Application Development Manager

Description of relevant experience:

**As the LRS Application Development Manager, Vivek's responsibilities included:**

**Project Scope**

- Applied UCD and user experience (UX) principles, where applicable to improve the user experience for customers and County staff as part of the LRS project. The functionality such as change reason, preview NOA and Foster Care no-touch process was implemented by following UCD processes amongst other system enhancements.
- Collaborated with the County Workers from the District Office and LA County business analysts to gather requirements and implement a custom process, Change Reason, to handle changes to case data. This process has carried forward to CalsAWS and is currently in use today.
- Collaborated with the County Workers from the District Office and LA County business analysts to gather requirements and implement a custom process, Preview NOA, to allow worker to view NOAs before authorizing the benefits from an EDBC run. This process has carried forward to CalsAWS and is currently in use today.
- Collaborated with the County Workers from the District Office and LA County business analysts to gather requirements and implement a custom process, Foster Care No-touch, to automatically create Foster Care applications, complete data collection and authorize EDBC without worker intervention. This process has carried forward to CalsAWS and is currently in use today.

**Collaboration**

- Developed public-facing application functionality. Supported stakeholder and program sponsor sessions. Created project reports for stakeholders and sponsors. Reported on project success criteria results, metrics, test, and deployment management activities
- Confirmed design sessions and walkthroughs were planned, executed, and delivered on schedule

**PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE****Quality**

- Monitored quality and timeliness
- Initiated, managed, and implemented continuous process improvements including for the SCR process to enable rapid releases into production and to the end users
- Provided functional knowledge in application design and build. Shared extensive project knowledge and program management principles, methods, and techniques to grow team development

**Project #3****Contact #3**

Company Name: CalSAWS Consortium

Contact Name: [REDACTED]

Project Name: LEADER

Company Name: [REDACTED]

Time Period: (Month, Day, Year – Month, Day, Year)  
January 1, 2005 – March 31, 2014

Phone Number: [REDACTED]

Percentage of Time: 100%

Email: [REDACTED]

Staff Role: Application Development Manager

*Description of relevant experience:***As the LEADER Application Development Manager, Vivek's responsibilities included:****Project Scope**

- Applied UCD and user experience (UX) principles, where applicable to improve the user experience for customers and County staff as part of the LEADER project. The functionality such as YBN was implemented by following UCD processes amongst other system enhancements.
- Collaborated with LA County and State Advocates to gather requirements and drove discussion regarding a self service portal design that considers the end-users first and implemented in a way that works efficiently with the LEADER Application.

**Collaboration**

- Developed public-facing application functionality. Supported stakeholder and program sponsor sessions. Created project reports for stakeholders and sponsors. Reported on project success criteria results, metrics, test, and deployment management activities
- Confirmed design sessions and walkthroughs were planned, executed, and delivered on schedule

**Quality**

- Monitored quality and timeliness
- Initiated, managed, and implemented continuous process improvements including for the SCR process to enable rapid releases into production and to the end users

PART 2 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS TABLE	
<ul style="list-style-type: none"><li>• Provided functional knowledge in application design and build. Shared extensive project knowledge and program management principles, methods, and techniques to grow team development</li></ul>	
<b>Total Duration of all Projects cited to meet the MQ:</b>	<b>18 years</b>



THIS IS TO CERTIFY THAT

**Vivekanandan Narayanaswamy**

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

**Project Management Professional (PMP)<sup>®</sup>**

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



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

Jennifer Tharp | Chair, Board of Directors

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

Pierre Le Manh | President & CEO

PMP<sup>®</sup> Number: 1497005

PMP<sup>®</sup> Original Grant Date: 10 April 2012

PMP<sup>®</sup> Expiration Date: 10 April 2024



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A handwritten signature in black ink, appearing to read "Dean Leffingwell".

**Dean Leffingwell**  
Chief Methodologist, SAFe®  
Co-founder Scaled Agile, Inc.

A handwritten signature in black ink, appearing to read "Chris James".

**Chris James**  
Chief Executive Officer  
Scaled Agile, Inc.

The logo features the word "SAFe" in a stylized font with blue and yellow diagonal stripes to its left. To the right of "SAFe" is the text "PROVIDED BY SCALED AGILE".

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## 1.9 M&E SECURITY MANAGER STAFF QUALIFICATIONS

M&E SECURITY MANAGER			
PART 1 – RÉSUMÉ			
Contractor	Accenture LLP		
Candidate Name	Benjamin (Ben) Troglia		
Position in the Company	Technology Delivery Lead Associate Director	Length of Time in Position	1 year
Project Position & Responsibilities	M&E Security Manager Project responsibilities will be as defined in RFP section 13.1.3.6.9.		
Skills & Qualifications for Project Position	<p><b>Skills:</b> Ben delivers security services and validates compliance with industry standards and Privacy and Security Agreements (PSAs). He defines and implements security policies, strategies, procedures, and configurations to confirm confidentiality, integrity, and availability of his clients' environments and data. Serves as the focal point for cybersecurity solutions for Salesforce, AWS security platforms and identity and access management (IAM). Ben delivers field-tested cyberthreat intelligence, security assessment, and threat modeling solutions while providing insight using security tools, including Akamai Web Application Security (WAF/DDOS), LogRhythm, Splunk, and Linux OS hardening. Strong communication and collaboration skills across key stakeholders to define and implement a framework of solution security architecture to protect the environment. Responds promptly to security breaches and provides root cause analysis/mitigation plan to remedy the situation.</p> <p><b>Qualifications:</b> Ben manages security solutions for large complex public services applications he is a SME for security and regulator standards, including CIS, MARS-E 1.0/2.0, NIST 800-53, HIPAA, California Statewide Information Management Manual (SIMM), and California State Administrative Manual (SAM). Ben has 8.5 years of experience as a Security Manager directly responsible for collaborating with application development teams, technical architects, and security policy experts to define and implement an integrated framework of solution security architecture (<b>MQ ME-S31: Exceeds</b>). For 8.5 of the past 10 years, he has served as a lead developer, implementing, improving, and monitoring industry standard Security strategies, solutions, and processes on Projects involving large and complex IT systems and AWS cloud environment (<b>MQ ME-S32: Exceeds</b>). Ben has 8.5 years of experience applying Information Security principles, methods, and techniques in the development of Project security Deliverables on Projects involving large and complex IT systems (<b>MQ ME-S33: Exceeds</b>). He has 8.5 years of experience assessing system data sensitivity using security categorizations (e.g., FIPS Publication 199) to identify appropriate security controls to protect Personally Identifiable Information (PII), Protected Health Information (PHI), and/or Federal Tax Information (FTI) data (<b>MQ ME-S34: Exceeds</b>). Ben has six years of experience with systems that comply with the National Institute of Standards and Technology (NIST) 800-53 moderate baseline (<b>MQ ME-S35: Exceeds</b>). He additionally holds an (ISC)2 Certified Information Systems Security Professional (CISSP) certification and will maintain it for the duration of the contract (<b>MQ ME-S36: Meets</b>).</p>		
Relevant Experience (Add additional tables as needed)			

M&E SECURITY MANAGER					
Project Title	California Department of Public Health (CDPH), CalCONNECT				
Position Title	Security Manager				
Begin Date	06/2020	End Date	Ongoing	# of Months	31 total, 15 adjusted for project overlap
Scope and Description of Responsibility	<p><b>Scope:</b> Ben designs, builds, tests, and deploys security elements of the State's COVID-19 contact tracing and reporting program—a cloud-based solution using AWS and Salesforce cloud platforms.</p> <p><b>Responsibility:</b> Ben manages security strategies, solutions, and processes including access control, threat and vulnerability management, security information and event management (SIEM), IAM, incident response, compliance, application security, endpoint security, and network security. He conducts security assessments, penetration testing, vulnerability scans, and audits to identify potential weaknesses in the Information Security (IS) environment and works with Security teams to drive remediation efforts.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Ben used his experience managing large and complex public service systems to design a resilient solution to protect the State's web-based contact tracing program from unwanted attacks. He created a defense-in-depth approach to protect the program against attacks originating from anywhere in the world. Ben conducted vulnerability and penetration tests to identify advanced methods for exploiting vulnerabilities.</p> <p><b>Experience Attained:</b> Ben architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from vaccine hunters, Twitter bots, and malicious threat actors—protecting vaccines when supply was limited.</p>				
Project Title	California Department of Public Health (CDPH), Vaccine Management				
Position Title	Security Manager				
Begin Date	12/2020	End Date	Ongoing	# of Months	24 total, 12 adjusted for project overlap
Scope and Description of Responsibility	<p><b>Scope:</b> Ben leads a shared security team of 12 to design, build, test, and deploy the security elements of the State's cloud-based COVID-19 vaccine management solution, which uses AWS and Salesforce platforms.</p> <p><b>Responsibility:</b> Ben manages security strategies, solutions, and processes including access control, threat and vulnerability management, SIEM, IAM, incident response, compliance, application security, endpoint security, and network security. He conducts security assessments, penetration testing, vulnerability scans, and audits to identify potential weaknesses in the IS environment and works with Security teams to drive remediation efforts.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Ben used his experience managing large and complex public service systems to design a resilient solution to protect California's web-based Vaccine Management program from unwanted attacks. He created a defense-in-depth approach to protect against attacks from all over the world. Ben conducted vulnerability and penetration tests to identify advanced methods for attacking security features and infrastructure.</p> <p><b>Experience Attained:</b> Ben architected and deployed a complex bot management solution to protect California's COVID-19 vaccine registration from vaccine hunters, Twitter bots, and malicious threat actors. The bot</p>				

M&E SECURITY MANAGER				
	management solution protected the available vaccines for California residents who needed access when vaccines were limited in supply. Ben also provided incident management, compliance, IAM, single sign-on, threat and vulnerability management, security information and event management, access control, insider threat, web application firewall, ethical hacking, identity verification, and endpoint security.			
Project Title	The California Healthcare Eligibility, Enrollment, and Retention System (CalHEERS)			
Position Title	Security Manager			
Begin Date	03/2014	End Date	05/2020	# of Months 75
Scope and Description of Responsibility	<p><b>Scope:</b> Ben designed and deployed network security infrastructure and solutions. He managed the threat and vulnerability processes and SIEM, performed security incident investigation and reporting, configured vendor firewalls, intrusion detection systems, and a remote virtual private network (VPN).</p> <p><b>Responsibility:</b> Ben defined and implemented security policies, strategies, procedures, and configurations to confirm confidentiality, integrity, and availability of the client's data and environment. He designed and conducted vulnerability and penetration tests to identify system and infrastructure vulnerabilities. Ben implemented, maintained, and enforced security and compliance standards, regulations, and policies.</p>			
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Ben assembled, configured, and ran vulnerability and strength tests for the Health Benefits Exchange infrastructure. He created automated and script-based attacks and tests using manual attack methods, known attack methods, and typical variations on those methods. He designed and conducted vulnerability and penetration tests to identify security and infrastructure vulnerabilities.</p> <p><b>Experience Attained:</b> Ben developed and deployed complex IAM solutions for self-service registration, user provisioning with approval workflows, application authentication, and single sign-on with enterprise credentials, serving 20,000 users, 10 million citizens, and 100,000 concurrent users, and met availability requirements of 98%. He led a security operations team that managed security devices and responded to events and incidents.</p>			
Education (add rows as needed)				
Years	Course of Study		School	
08/2004 – 06/2007	B.S., Computer Information Systems		University of the Pacific	
Professional Certifications or Designations (add rows as needed)				
Certification or Designation	Organization		Dates	
Certified Information Systems Security Professional (CISSP)	International Information System Security Certification Consortium (ISCC) <sup>2</sup>		April 4, 2014 – April 30, 2023, Credential: 461611	
Project Management Professional (PMP)	Project Management Institute		March 2018 – March 22, 2024, Credential: 2179891	

PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE		
Minimum Qualification ME-\$31	A minimum of three (3) years of experience as a Security Lead directly responsible for collaborating with application development teams, technical architects, and security policy experts to define and/or implement an integrated framework of solution security architecture.	
<b>Project #1</b>	<b>Contact #1</b>	
Company Name: California Department of Public Health	Contact Name: [REDACTED]	
Project Name: CalCONNECT	Company Name: [REDACTED]	
Time Period: June 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]	
Percentage of Time: June 1, 2020 – December 13, 2020: 100% December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	Email: [REDACTED]	
Staff Role: Security Manager		
Description of relevant experience:		
<p><b>As the Security Manager, Ben's accomplishments and responsibilities include:</b></p> <p><b>Solution development</b></p> <ul style="list-style-type: none"> <li>• Collaborates with Application Development teams, technical architects, the CDPH Security Operations Lead, and the CDPH Privacy Officer to define and implement an integrated framework of security solution architecture that includes information security policies, strategies, procedures, and configurations to promote confidentiality, integrity, and availability of the CalCONNECT environment and data</li> <li>• Led the design, development, and implementation of a DevSecOps solution for the CalCONNECT solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)</li> <li>• Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments</li> <li>• Identifies information security (IS) weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards</li> <li>• Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on</li> <li>• Developed and implemented the CalCONNECT project's plans and procedures for business continuity and security incident management</li> <li>• Created, manages, and updates the CalCONNECT project's System Security Plan (SSP) that contains the project's security controls and procedures</li> </ul>		

**PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

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

**Reporting**

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

**Compliance**

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

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

## PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

December 14, 2020 – September 6, 2022: 50%  
September 7, 2022 – January 4, 2023 (Ongoing): 33%

Staff Role: Security Manager

*Description of relevant experience:*

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

### **Solution development**

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

### **Reporting**

- Maintains IS strategy (forward-looking roadmap), aligning services to the strategy
- Monitors the threat landscape using cloud access service broker (CASB) and native AWS security monitoring functionality, and makes timely adjustments and/or recommendations to reduce risk

**PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

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

**Compliance**

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

**Project #3****Contact #3**

Company Name: California Office of Systems Integration, Covered California

Contact Name: [REDACTED]

Project Name: CalHEERS

Company Name: [REDACTED]

Time Period: March 1, 2014 – May 31, 2020

Phone Number: [REDACTED]

Percentage of Time: 100%

Email: [REDACTED]

Staff Role: Security Manager

Description of relevant experience:

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

- Collaborated with Application Development teams, technical architects, the Covered California Chief Information Security Officer (CISO), and the Covered California Security Architect on the CalHEERS project to define and implement an integrated framework of security solution architecture

## PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

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

### Reporting

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

### Compliance

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

**PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Collaborated with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Created, updated, and managed the CalHEERS project's plans and procedures for disaster recovery and business continuity, and led the execution of restores for the CalHEERS system's data centers

Total Duration of all Projects cited to meet the MQ:		8 years, 8 months
Minimum Qualification ME-S32	A minimum of three (3) years of lead experience within the past ten (10) years developing, implementing, improving, and monitoring industry standard Security strategies, solutions, and processes on Projects involving large and complex IT systems and AWS cloud environment.	
Project #1	Contact #1	
Company Name: California Department of Public Health	Contact Name: [REDACTED]	
Project Name: CalCONNECT	Company Name: [REDACTED]	
Time Period: June 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]	
Percentage of Time: June 1, 2020 – December 13, 2020: 100% December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	Email: [REDACTED]	
Staff Role: Security Manager		
Description of relevant experience:		
<p>The CalCONNECT project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"><li><b>Integrates with at least two applications, one of which is a COTS:</b> The CalCONNECT solution integrated with a COTS application (CalREDIE) using the MuleSoft Integration Platform. Integrations were also in place to connect AWS and Salesforce platforms: Amazon Connect (cloud-based call center), NICE IEX (workforce and workload management), and Salesforce for CRM/case management and analytics.</li><li><b>Interfaces with at least five external systems, at least one of which is real-time:</b> The CalCONNECT solution integrated with the CalREDIE (Disease Surveillance System), CAIR2 (California Immunization Registry), Qualtrics (real time), San Francisco Health Department, and Los Angeles Health Department.</li><li><b>Is accessed by at least 1,000 users at multiple locations:</b> The CalCONNECT contact tracing system solution was accessed by 26,000 users.</li><li><b>Has a contract value of at least \$10,000,000:</b> The total contract value was \$212,000,000.</li><li><b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalCONNECT solution features a customized front end to meet the specific needs of the Local Health Jurisdiction (LHJ) caseworkers and</li></ol>		

## PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

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

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

#### Solution development

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

#### Reporting

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

#### Compliance

- Confirms delivery of information security services follows applicable standards and regulatory requirements (such as applicable NIST 800-53 controls) and is in accordance with the project's approved System Security Plan

### PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

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

Project #2	Contact #2
Company Name: California Department of Public Health	Contact Name: [REDACTED]
Project Name: Vaccine Management Program	Company Name: [REDACTED]
Time Period: December 14, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	Email: [REDACTED]
Staff Role: Security Manager	
Description of relevant experience:	
<p>The Vaccine Management Program project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The Vaccine Management solution integrates with MuleSoft, Salesforce AWS and DocuSign, all of which are COTS platforms.</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> Through MuleSoft, Salesforce, AWS, and DocuSign platforms, the Vaccine Management solution integrated with the CDPH, California Department of Technology (CDT), California Governor's Office of Emergency Services (CalOES), local health jurisdictions (LHJ), Center for Disease Control (CDC), U.S. Food and Drug Administration (FDA) through the Vaccine Adverse Event Reporting System (VAERS), California Department of Motor Vehicles (DMV), San Francisco Health Department, Los Angeles Health Department, educational institutions, clinics, and State and local government</li> </ol>	

**PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

databases. The Vaccine Management solution used the Artificial Intelligence Plus (AIP+) platform of pre-integrated components—including a data lake, data warehouse, and processing tools as well as advanced analytical tools and artificial intelligence—that were hosted on the cloud with AWS. We used Salesforce Cloud to integrate public health and third-party data from various sources and feed it into the AIP+ platform in real time.

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

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

**Solution development**

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

**PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

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

**Reporting**

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

**Compliance**

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

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

## PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

Percentage of Time: 100%

Email: [REDACTED]

Staff Role: Security Manager

*Description of relevant experience:*

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

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

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

### Solution development

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

## PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

- Developed and deployed complex IAM solutions using the Oracle Identity and Access Management (IAM) platform for self-service registration, user provisioning, application authentication, and single sign-on with enterprise credentials
- Enabled the provisioning and secure management of more than 20,000 internal users, 10 million Californians, and 100,000 concurrent users, meeting availability requirements of 98 percent
- Reviewed and maintained security measures, recommended actions, and implemented enhancements
- Created, updated, and managed the CalHEERS project's System Security Plan, technical design documents and operational manuals for security tools, security architecture diagrams, and incident management procedures
- Managed the application security testing program, which included scans of application code via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)

### Reporting

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

### Compliance

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

**PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Federal Information Processing Standard Publication 199
- California Statewide Information Management Manual (SIMM)
- California State Administrative Manual (SAM)
- MARS-E, Versions 1.0 and 2.0: Volume III: Catalog of Minimum Acceptable Risk Security and Privacy Controls for Exchanges
- HIPAA regulatory standards
- Built a comprehensive security program that aligned to standards from the FISMA and the NIST 800-37 Risk Management Framework

Total Duration of all Projects cited to meet the MQ:		8 years, 8 months
Minimum Qualification ME-\$33	A minimum of three (3) years of experience within the past ten (10) years applying Information Security principles, methods, and techniques in the development of Project security Deliverables on Projects involving large and complex IT systems.	
Project #1	Contact #1	
Company Name: California Department of Public Health	Contact Name:	
Project Name: CalCONNECT	Company Name:	
Time Period: June 1, 2020 – January 4, 2023 (Ongoing)	Phone Number:	
Percentage of Time: June 1, 2020 – December 13, 2020: 100% December 14, 2020 – September 6, 2022: 50% September 7, 2022 – Present (Ongoing): 33%	Email:	
Staff Role: Security Manager		
Description of relevant experience:		
<p>The CalCONNECT project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"><li><b>Integrates with at least two applications, one of which is a COTS:</b> The CalCONNECT solution integrated with a COTS application (CalREDIE) using the MuleSoft Integration Platform. Integrations were also in place to connect AWS and Salesforce platforms: Amazon Connect (call center), NICE IEX (workforce and workload management), and Salesforce for CRM/case management and analytics.</li><li><b>Interfaces with at least five external systems, at least one of which is real-time:</b> The CalCONNECT solution integrated with the CalREDIE (Disease Surveillance System), CAIR2 (California Immunization Registry), Qualtrics (real time), San Francisco Health Department, and Los Angeles Health Department.</li><li><b>Is accessed by at least 1,000 users at multiple locations:</b> The CalCONNECT contact tracing system solution was accessed by 26,000 users.</li><li><b>Has a contract value of at least \$10,000,000:</b> The total contract value was \$212,000,000.</li></ol>		

## PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

5. **Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The CalCONNECT solution features a customized front end to meet the specific needs of the Local Health Jurisdiction (LHJ) caseworkers and agents, along with a customized user portal for schools and business. The multi-tiered platform integrates with multiple legacy systems through an enterprise service bus, using data from those systems for case processing as required.

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

#### Solution development

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

#### Reporting

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

**PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE****Compliance**

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

Project #2	Contact #2
Company Name: California Department of Public Health	Contact Name: [REDACTED]
Project Name: Vaccine Management Program	Company Name: [REDACTED]
Time Period: December 14, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: December 14, 2020 – September 6, 2022: 50% September 7, 2022 – January 4, 2023 (Ongoing): 33%	Email: [REDACTED]
Staff Role: Security Manager	
Description of relevant experience:	
<p>The Vaccine Management Program project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>1. Integrates with at least two applications, one of which is a COTS:</b> The Vaccine Management solution integrates with MuleSoft, Salesforce AWS and DocuSign, all of which are COTS platforms.</li> <li><b>2. Interfaces with at least five external systems, at least one of which is real-time:</b> Through MuleSoft, Salesforce, AWS, and DocuSign platforms, the Vaccine Management solution integrated with the CDPH, California Department of Technology (CDT), California</li> </ol>	

## PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

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

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

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

#### Solution development

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

**PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection
- Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from vaccine hunters, Twitter bots, and malicious threat actors to protect vaccines when supply was limited
- Collaborates with Application Development teams, technical architects, and the CDPH Security Operations Lead, and the CDPH Privacy Officer to define and implement an integrated framework of security solution architecture that includes information security policies, strategies, procedures, and configurations to promote confidentiality, integrity, and availability of the Vaccine Management Program environment and data

**Reporting**

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

**Compliance**

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

**Project #3****Contact #3**

**PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

Company Name: California Office of Systems Integration, Covered California	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: [REDACTED]
Time Period: March 1, 2014 – May 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Security Manager	

*Description of relevant experience:*

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

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

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

- Applied information security principles, methods, and techniques and led the development of project security deliverables, including the CalHEERS System Security Plan that contains the project's security controls and procedures, Security Risk Assessment, and Privacy Impact Assessment which were updated annually
- Validated security controls and processes via annual security control reviews in accordance with the Centers for Medicare & Medicaid Services (CMS) Minimum Acceptable Risk Standards for Exchanges (MARS-E) standards, and reviewed results of reviews and recommendations with Covered California's CISO and Security Architect

## PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

- Led a security operations team that managed security devices and responded to security events/incidents
- Managed and tracked security gaps identified during assessments and audits using the CalHEERS project's Plan of Action and Milestones (POA&M) process
- Developed and deployed complex IAM solutions using the Oracle Identity and Access Management (IAM) platform for self-service registration, user provisioning, application authentication, and single sign-on with enterprise credentials
- Enabled the provisioning and secure management of more than 20,000 internal users, 10 million Californians, and 100,000 concurrent users, and met availability requirements of 98 percent
- Reviewed and maintained security measures, recommended actions, and implemented enhancements
- Managed the application security testing program, which included scans of application code via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)

### Reporting

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

### Compliance

- Adhered to security compliance and privacy requirement standards, including the CMS MARS-E; PPACA; IRS Publication 1075 Tax Information Security Guidelines for Federal, State, and Local Agencies; and State of California privacy requirements
- Created, updated, and managed the CalHEERS project's System Security Plan, technical design documents and operational manuals for security tools, security architecture diagrams, and security incident management procedures
- Collaborated with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Created, updated, and managed the CalHEERS project's Disaster Recovery Plan containing the procedures for disaster recovery and business continuity, and led the execution of restores for the CalHEERS system's data centers

**PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Implemented, maintained, and enforced the security and compliance standards, regulations, policies, and frameworks to protect PII, PHI, and FTI data:
  - NIST 800-53: Security and Privacy Controls for Information Systems Organizations that confirms delivery of information security services follows applicable standards and regulatory requirements
  - Federal Information Processing Standard Publication 199
  - California Statewide Information Management Manual (SIMM)
  - California State Administrative Manual (SAM)
  - MARS-E, Versions 1.0 and 2.0: Volume III: Catalog of Minimum Acceptable Risk Security and Privacy Controls for Exchanges
  - HIPAA regulatory standards
  - IRS Publication 1075: Tax Information Security Guidelines for Federal, State, and Local Agencies (Safeguards for Protecting Federal Tax Information (FTI))
- Built a comprehensive security program that aligned to standards from the FISMA and the NIST 800-37 Risk Management Framework

**Total Duration of all Projects cited to meet the MQ:****8 years, 8 months**

**Minimum Qualification ME-S34** A minimum of three (3) years of experience assessing system data sensitivity using security categorizations (e.g., FIPS Publication 199) to identify appropriate security controls to protect Personally Identifiable Information (PII), Protected Health Information (PHI), and/or Federal Tax Information (FTI) data.

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

Company Name: California Department of Public Health

Contact Name: [REDACTED]

Project Name: CalCONNECT

Company Name: [REDACTED]

Time Period: June 1, 2020 – January 4, 2023 (Ongoing)

Phone Number: [REDACTED]

Percentage of Time:

June 1, 2020 – December 13, 2020: 100%

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

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

Email: [REDACTED]

Staff Role: Security Manager

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

## PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

- **Assesses system data sensitivity using security categorizations while identifying and implementing the following security controls to protect PII and PHI:**
  - State Administrative Manual (SAM) sections 5300 – 5365.3 (06/2014)
  - Statewide Information Management Manual (SIMM) section SIMM 5305-A (01/2018)
  - Public Health Administrative Manual (PHAM) Privacy Act
  - CDPH Information Systems Security Requirements for Projects (ISO/SR1)
  - NIST 800-111 Guide to Storage Encryption Technologies for End User Devices (11/2007)
  - NIST 800-88 Guidelines for Media Sanitation (12/2014)
  - NIST 800-71 Recommendation for Key Establishment Using Symmetric Block Ciphers (06/2018)
  - NIST 800-39 Managing Information Security Risk (03/2011)
  - NIST 800-30 Risk Management Guide for Information Technology Systems (09/2012)
  - NIST 800-63-3 Electronic Authentication Guideline
  - FIPS Pub 199 Standards for Security Categorization of Federal Information and Information Systems (02/2004)
  - California Government Code sections 11019.9 and 11549.3 (2010)
  - Information Privacy Act (Civil Code section 1798 et seq.)
  - Public Records Act (California Gov. Code Section 6250 et seq.)
- Implements, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data:
  - Federal Information Processing Standard Publication 199
  - California Statewide Information Management Manual (SIMM)
  - California State Administrative Manual (SAM)
  - HIPAA regulatory standards
  - NIST 800-53: Security and Privacy Controls for Information Systems Organizations
- Collaborates with Application Development teams, technical architects, the CDPH Security Operations Lead, and the CDPH Privacy Officer to define and implement an integrated framework of security solution architecture that includes information security policies, strategies, procedures, and configurations to promote confidentiality, integrity, and availability of the CalCONNECT environment and data
- Led the design, development, and implementation of a DevSecOps solution for the CalCONNECT solution's Salesforce application that includes scanning of application code in AWS environments via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)
- Collaborates with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments

**PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Identifies information security (IS) weaknesses or potential gaps in the current environment and collaborates with the client security team to bring information security operations up to standards
- Managed the design, development, and implementation of an access control solution using Microsoft Azure single sign-on
- Developed and implemented the CalCONNECT project's plans and procedures for business continuity and security incident management
- Created, manages, and updates the CalCONNECT project's System Security Plan (SSP) that contains the project's security controls and procedures
- Evaluates new/emerging security products and technologies and makes recommendations for adoption to CDPH executives, such as the Qualys solution for vulnerability management, policy compliance, and file integrity monitoring and web application firewalls/bot management protection
- Architected and deployed a complex bot management solution to protect California's COVID-19 contact tracing systems from malicious threat actors

**Reporting**

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

**Compliance**

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

Project #1	Contact #1
Company Name: California Department of Public Health	Contact Name: [REDACTED]
Project Name: Vaccine Management Program	Company Name: [REDACTED]
Time Period: December 14, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: December 14, 2020 – September 6, 2022: 50%	Email: [REDACTED]

PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE	
September 7, 2022 – January 4, 2023 (Ongoing): 33%	
Staff Role: Security Manager	
Description of relevant experience:	
<p><b>As the Security Manager, Ben's accomplishments and responsibilities include:</b></p> <p><b>Solution development</b></p> <ul style="list-style-type: none"> <li>Assesses system data sensitivity using security categorizations while identifying and implementing the following security controls to protect PII and PHI: <ul style="list-style-type: none"> <li>State Administrative Manual (SAM) sections 5300 – 5365.3 (06/2014)</li> <li>Statewide Information Management Manual (SIMM) section SIMM 5305-A (01/2018)</li> <li>Public Health Administrative Manual (PHAM) Privacy Act</li> <li>CDPH Information Systems Security Requirements for Projects (ISO/SR1)</li> <li>NIST 800-111 Guide to Storage Encryption Technologies for End User Devices (11/2007)</li> <li>NIST 800-88 Guidelines for Media Sanitation (12/2014)</li> <li>NIST 800-71 Recommendation for Key Establishment Using Symmetric Block Ciphers (06/2018)</li> <li>NIST 800-39 Managing Information Security Risk (03/2011)</li> <li>NIST 800-30 Risk Management Guide for Information Technology Systems (09/2012)</li> <li>NIST 800-53 Security and Privacy Controls for Information Systems and Organizations</li> <li>NIST 800-63 Electronic Authentication Guideline</li> <li>FIPS Pub 199 Standards for Security Categorization of Federal Information and Information Systems (02/2004)</li> <li>California Government Code sections 11019.9 and 11549.3 (2010)</li> <li>Information Privacy Act (Civil Code section 1798 et seq.)</li> <li>Public Records Act (California Gov. Code Section 6250 et seq.)</li> </ul> </li> <li>Implements, maintains, and enforces the security and compliance standards, regulations, policies, and frameworks to protect PII and PHI data: <ul style="list-style-type: none"> <li>Federal Information Processing Standard Publication 199</li> <li>California Statewide Information Management Manual (SIMM)</li> <li>California State Administrative Manual (SAM)</li> <li>HIPAA regulatory standards</li> <li>NIST 800-53: Security and Privacy Controls for Information Systems Organizations</li> </ul> </li> </ul>	

## PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

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

### Reporting

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

### Compliance

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

**PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Created, updates, and manages the Vaccine Management Program's plans and procedures for disaster recovery, and leads the execution of both partial and full recoveries of the CalCONNECT solution

Project #3	Contact #3
Company Name: California Health Benefit Exchange/Covered California	Contact Name: [REDACTED]
Project Name: CalHEERS	Company Name: [REDACTED]
Time Period: March 1, 2014 – May 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Security Manager	

*Description of relevant experience:*

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

***Solution development***

- Assessed system data sensitivity using security categorizations while identifying and implementing the security controls to protect PII, PHI, and FTI data
- Implemented, maintained, and enforced the security and compliance standards, regulations, policies, and frameworks to protect PII, PHI, and FTI data:
  - NIST 800-53: Security and Privacy Controls for Information Systems Organizations that confirms delivery of information security services follows applicable standards and regulatory requirements
  - Federal Information Processing Standard Publication 199
  - California Statewide Information Management Manual (SIMM)
  - California State Administrative Manual (SAM)
  - MARS-E, Versions 1.0 and 2.0: Volume III: Catalog of Minimum Acceptable Risk Security and Privacy Controls for Exchanges
  - HIPAA regulatory standards
  - IRS Publication 1075: Tax Information Security Guidelines for Federal, State, and Local Agencies (Safeguards for Protecting Federal Tax Information (FTI))
  - Security compliance and privacy requirements for this project also factored in these standards: CMS MARS-E and ACA Patient Protection and Affordable Care Act
- Led a security operations team that managed security devices and responded to security events/incidents. Conducted information security risk assessment and privacy impact assessment for the CalHEERS system

## PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE

- Validated security controls and processes via annual security control reviews in accordance with the Centers for Medicare & Medicaid Services (CMS) Minimum Acceptable Risk Standards for Exchanges (MARS-E) standards, and reviewed results of reviews and recommendations with Covered California's CISO and Security Architect
  - Managed and tracked security gaps identified during assessments and audits using the CalHEERS project's Plan of Action and Milestones (POA&M) process
  - Developed and deployed complex identity and access management (IAM) solutions using the Oracle Identity and Access Management (IAM) platform for self-service registration, user provisioning, application authentication, and single sign-on with enterprise credentials
  - Enabled the provisioning and secure management of more than 20,000 internal users, 10 million citizens, and 100,000 concurrent users and met availability requirements of 98 percent
  - Reviewed and maintained security measures, recommended actions, and implemented enhancements
  - Created, updated, and managed the CalHEERS project's System Security Plan, technical design documents and operational manuals for security tools, security architecture diagrams, and security incident management procedures
  - Managed the application security testing program, which included scans of application code via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)
- ### Reporting
- Led a security team that managed security devices and responded to security events/incidents, including timely notification of incidents to the CISO and Security Architect in accordance with the CalHEERS project's requirements for security incident notification
  - Conducted routine weekly scanning of servers using the project's Qualys solution to identify and rank vulnerabilities delivered in summary and detailed reports, so CalHEERS project leadership could prioritize remediation actions according to vulnerability threat and potential impact levels
  - Designed and conducted vulnerability and penetration testing to identify and test methods for exploiting vulnerabilities to circumvent or defeat the security features of the system and supporting infrastructure and provide recommendations for remediation and mitigation to the Covered California CISO and Security Architect
  - Supported the CalHEERS infrastructure, including assembling, configuring, and running various tests, such as manual and automated attack methods

### Compliance

- Adhered to security compliance and privacy requirement standards, including the CMS MARS-E; PPACA; IRS Publication 1075 Tax Information Security Guidelines for Federal, State, and Local Agencies; and State of California privacy requirements
- Collaborated with the Application Development, Technical, and other functional teams to drive the root cause analysis and remediation of results from security incidents, penetration tests, vulnerability scans, internal/external audits, and other assessments
- Created, updated, and managed the CalHEERS project's plans and procedures for disaster recovery and business continuity, and led the execution of restores for the CalHEERS system's data centers

**PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Built a comprehensive security program that aligned to standards from the FISMA, the NIST 800-37 Risk Management Framework and 800-53 System Security Plan controls, and IRS Safeguard Procedures

<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>8 years, 8 months</b>
<b>Minimum Qualification ME-\$35</b>	A minimum of three (3) years of experience with systems that comply with NIST 800-53 moderate baseline.	
<b>Project #1</b>	<b>Contact #1</b>	
Company Name: Office of Systems Integration, Covered California	Contact Name: [REDACTED]	
Project Name: CalHEERS	Company Name: [REDACTED]	
Time Period: March 1, 2014 – May 31, 2020	Phone Number: [REDACTED]	
Percentage of Time: 100%	Email: [REDACTED]	
Staff Role: Security Manager		
<b>Project #1</b>	<b>Contact #2</b>	
Company Name: Office of Systems Integration, Covered California	Contact Name: [REDACTED]	
Project Name: CalHEERS	Company Name: [REDACTED]	
Time Period: March 1, 2014 – May 31, 2020	Phone Number: [REDACTED]	
Percentage of Time: 100%	Email: [REDACTED]	
Staff Role: Security Manager		
<i>Description of relevant experience:</i>		
<p><b>As the Security Manager, Ben's accomplishments and responsibilities included:</b></p> <p><b>Solution development</b></p> <ul style="list-style-type: none"> <li>• <b>Worked with the CalHEERS system, which complies with NIST 800-53 moderate baseline</b></li> <li>• Conducted an information security risk assessment and privacy impact assessments annually</li> <li>• Built a comprehensive security program that aligned to standards from the FISMA, the NIST 800-37 Risk Management Framework and 800-53 System Security Plan controls, and IRS Safeguard Procedures</li> <li>• Created, updated, and managed the CalHEERS project's System Security Plan, technical design documents and operational manuals for security tools, security architecture diagrams, and incident management procedures</li> </ul>		

**PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE**

- Validated security controls and processes via annual security control reviews in accordance with the Centers for Medicare & Medicaid Services (CMS) Minimum Acceptable Risk Standards for Exchanges (MARS-E) standards, and reviewed results of reviews and recommendations with Covered California's CISO and Security Architect
  - Managed and tracked security gaps identified during assessments and audits using the CalHEERS project's Plan of Action and Milestones (POA&M) process
  - Led a security team that managed security devices and responded to security events/incidents, including timely notification of incidents to the CISO and Security Architect in accordance with the CalHEERS project's requirements for security incident notification
  - Developed and deployed complex IAM solutions using the Oracle Identity and Access Management (IAM) platform for self-service registration, user provisioning, application authentication, and single sign-on with enterprise credentials
  - Enabled the provisioning and secure management of more than 20,000 internal users, 10 million Californians, and 100,000 concurrent users and met availability requirements of 98 percent
  - Reviewed and maintained security measures, recommended actions, and implemented enhancements
  - Managed the application security testing program, which included scans of application code via dynamic application security testing (DAST), static application security testing (SAST), and interactive application security testing (IAST)
- Reporting**
- Conducted routine weekly scanning of servers using the project's Qualys solution to identify and rank vulnerabilities delivered in summary and detailed reports, so CalHEERS project leadership could prioritize remediation actions according to vulnerability threat and potential impact levels
  - Designed and conducted vulnerability and penetration testing to identify and test methods for exploiting vulnerabilities to circumvent or defeat the security features of the system and supporting infrastructure and provide recommendations for remediation and mitigation to the Covered California CISO and Security Architect
  - Supported the CalHEERS infrastructure, including assembling, configuring, and running various tests, such as manual and automated attack methods for penetration testing

**Compliance**

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

PART 2 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS TABLE				
<ul style="list-style-type: none"><li>– California State Administrative Manual (SAM)</li><li>– MARS-E, Versions 1.0 and 2.0: Volume III: Catalog of Minimum Acceptable Risk Security and Privacy Controls for Exchanges</li><li>– HIPAA regulatory standards</li><li>– IRS Publication 1075: Tax Information Security Guidelines for Federal, State, and Local Agencies (Safeguards for Protecting Federal Tax Returns and Return Information)</li></ul>				
<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>6 years, 3 months</b>		
Minimum Qualification ME-S36	Hold an (ISC)2® Certified Information Systems Security Professional (CISSP) certification, or ISACA Certified Information Security Manager (CISM) and maintain for the duration of the contract.			
Certification / Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link: if not available, attach a copy to the offer
(ISC)2 Certified Information Systems Security Professional (CISSP)	461611	April 4, 2014	April 30, 2023 (will complete requisite training by May 1, 2023, to renew the certification for another three years)	<a href="https://www.isc2.org/MemberVerification">https://www.isc2.org/MemberVerification</a>

# International Information System Security Certification Consortium

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

**Benjamin Vito Troglia**

the credential of

## Certified Information Systems Security Professional

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



Zach Tudor - Chairperson



Yiannis Pavlosoglou - Secretary



ISO/IEC 17024

461611

Certification Number

May 1, 2020 - Apr 30, 2023

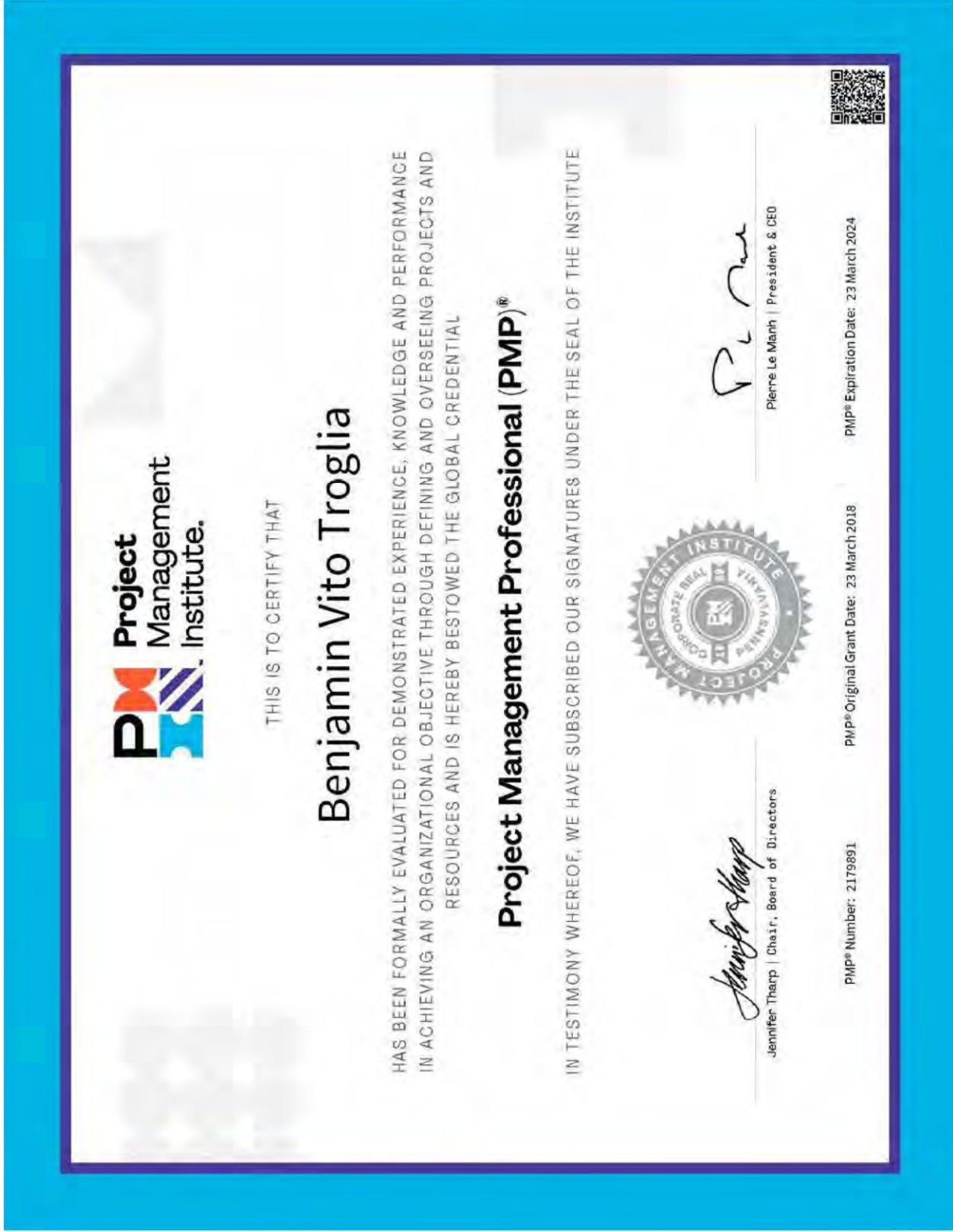
Certification Cycle

Certified Since: 2014

(ISC)<sup>2</sup>

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

Printed On: 11/16/2022



### 1.10 M&E Test Manager Staff Qualifications

M&E TEST MANAGER			
PART 1 – RÉSUMÉ			
Contractor	Accenture LLP		
Candidate Name	Lynnel Silva		
Position in the Company	Senior Manager	Length of Time in Position	4 years
Project Position & Responsibilities	M&E Test Manager Project responsibilities will be as defined in RFP section 13.1.3.6.10		
Skills & Qualifications for Project Position	<p><b>Skills:</b> Lynnel is responsible for complete test management planning from formulating test strategy and approaches to the development, preparation, and execution of all test activities. She assembles test teams and coordinates functional manual and automated regression testing relevant to the phases in the software development lifecycle (SDLC) often against rigorous timelines. In tandem, she manages the implementation and deployments of all changes, including SCRs and defect resolutions.</p> <p><b>Qualifications:</b> Originally assigned to the C-IV Consortium project, Lynnel transitioned to the CalSAWS project. Combined, she has over 18 years of experience on California health and human services projects and over 7 years in Test Manager capacity (<b>MQ ME-S37: Exceeds</b>). She has experience planning, preparing for, executing, and managing system test, user acceptance testing (UAT), and regression tests in compliance with a recognized standard, such as IEEE and ISO (<b>MQ ME-38: Exceeds</b>). Lynnel has extensive testing experience both as a JAVA developer and a Test Manager for JAVA web-based applications, software interactions with Oracle databases, web services, and cloud services (<b>MQ ME-39: Exceeds</b>). In addition, she has seven years' experience providing oversight for testing applications with multiple stakeholders and customers with varied business priorities and levels of experience with automation systems (<b>MQ ME-40: Exceeds</b>). Lynnel has tested in waterfall and agile SDLC models and mixed models (multiple SDLCs occurring concurrently) for CalSAWS and C-IV, totaling seven years of experience with this requirement (<b>MQ ME-S41: Exceeds</b>).</p>		
Relevant Experience (Add additional tables as needed)			
Project Title	California State Automated Welfare System (CalSAWS)		
Position Title	Test Manager		
Begin Date	03/2019	End Date	Ongoing
Scope and Description of Responsibility	<p><b>Scope:</b> Lynnel manages maintenance and enhancement (M&amp;E) testing activities through the end-to-end testing lifecycle. This includes the creation of test scripts, unit, system, integration, and user acceptance testing,</p>		

M&E TEST MANAGER				
	and the management of the System Change Requests (SCRs) test process. Additional scope includes confirming the Accenture test team has the skills and experience to perform all application functions required by the SDLC.			
	<b>Responsibility:</b> Lynnel supervises test planning, scripting, and execution in accordance with the approved Design, Application Development Work Plan, and Master Test Plan.			
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Lynnel manages the system test, automated regression test, and help desk activities for the CalSAWS project. She coordinates the testing and implementation of all changes to the CalSAWS system, including SCRs and defects. Lynnel plans and manages test tasks and resources in accordance with the approved CalSAWS Work Plan and Master Test Plan, and she develops all test related deliverables. She works collaboratively with Consortium business analysts and regional managers.</p> <p><b>Experience Attained:</b> Lynnel manages the Release When Ready development lifecycle process, which includes system testing and automated regression testing for the CalSAWS project. She coordinates the testing and implementation of all changes to the CalSAWS migration system, including SCRs and defects. She also supervises converted data test (CDT) and UAT efforts. In this role, Lynnel also facilitates weekly Change Control Board (CCB) meetings, System Change Request Board (SCRB) meetings, training materials development, maintenance, and all help desk activities.</p>			
Project Title	C-IV Consortium			
Position Title	Test Manager			
Begin Date	06/2015	End Date	03/2019	# of Months 45
Scope and Description of Responsibility	<p><b>Scope:</b> Lynnel managed the system test, release management, automated regression test, training, system test modifications, and help desk activities for the C-IV Project.</p> <p><b>Responsibility:</b> She attended bi-weekly Change Control Board (CCB) meetings, developed, and maintained training materials, and supervised all help desk activities. Lynnel also supervised test planning, scripting, and execution in accordance with the approved C-IV Design, Application Development Work Plan, and Master Test Plan for manual and automated regression testing.</p>			
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Lynnel is a collaborator and a relationship builder. She built cohesive testing teams and developed strong relationships with the Consortium business analysts and regional managers.</p> <p><b>Experience Attained:</b> Lynnel coordinated the testing and implementation of all changes to the C-IV system and the C4Yourself portal/mobile app, including the administration of change requests and defect resolution.</p>			
Project Title	C-IV Consortium			
Position Title	Multiple Roles: Online Application Development (AppDev) Lead, Correspondence AppDev Lead, Fiscal AppDev Deputy, and Senior JAVA Developer			

M&E TEST MANAGER					
Begin Date	07/2004	End Date	05/2015	# of Months	131
Scope and Description of Responsibility	<p><b>Scope:</b> As the online team lead, Lynnel led a large team of developers responsible for designing, building, and maintaining over 500 online pages of the C-IV system. She managed the functionality of the lobby management kiosk used to assist with the check-in process and document drop-off, and she led the ongoing maintenance of the C4Yourself portal. Lynnel also has extensive Application experience working in multiple functional areas both as a Developer and Team lead for the Fiscal and Correspondence.</p> <p><b>Responsibility:</b> Lynnel was responsible for 28 interfaces that accounted for \$94 million in welfare support per month to 280,000 recipients. Her additional responsibilities included EBT Online pages, EDBC Calculations, Issuance Batch, and all non-monetary fiscal batch programs.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Lynnel's people and leadership skills underpinned the development team she managed. Her project management skills formed her approach to the planning, unit testing, assembly testing, tracking, release, deployment, communication, and risk management elements in CalSAWS AppDev lead roles.</p> <p><b>Experience Attained:</b> Lynnel coordinated the development, testing and implementation of all changes to the C-IV system and C4Yourself portal/mobile app in her role on the Online, Correspondence and Fiscal Application Development teams. Her experience has contributed to her multi-faceted view of the system with a strong understanding of how build teams operate in the SDLC in relation to the Team.</p>				
Education (add rows as needed)					
Years	Course of Study	School			
08/1999 – 05/2004	B.S., Computer Science	California State University, Sacramento			
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization	Dates			
None	N/A	N/A			

**PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE**

<b>Minimum Qualification ME-S37</b>	A minimum of five (5) years of experience within the past ten (10) years as Test Manager or Lead on Projects involving large and complex IT systems in a health and human services or health care services Project.	
<b>Project #1</b>		<b>Contact #1</b>
<b>Company Name:</b> CalsAWS Consortium		<b>Contact Name:</b> [REDACTED]
<b>Project Name:</b> CalsAWS		<b>Company Name:</b> [REDACTED]
<b>Time Period:</b> (Month, Day, Year – Month, Day, Year) March 4, 2019 – January 4, 2023 (ongoing)		<b>Phone Number:</b> [REDACTED]
<b>Percentage of Time:</b> 100%		<b>Email:</b> [REDACTED]
<b>Staff Role:</b> Test Manager		

**Description of relevant experience:**

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

- 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).
- 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.
- 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.
- Has a contract value of at least \$10,000,000 dollars:** The CalsAWS contract value is \$1,425,495,842.
- Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The CalsAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.

**As the CalsAWS Test Manager, Lynnel's responsibilities include:****Project scope**

- Serves as the Test Manager on CalsAWS, which is a large and complex IT system in a health and human services project**
- Manages all test planning, scripting, preparation, and execution of system test compliant with IEEE and ISO standards, and in accordance with the approved CalsAWS Design, Application Development Work Plan, and Master Test Plan

## PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE

- Manages and oversees regularly scheduled high-visibility and mission critical CalsAWS Project testing efforts with multiple stakeholders with separate business priorities and varying level of experience with CalsAWS with activities including C-IV and CalWIN Converted Data Test (CDT), Interface Partner Testing (IPT), C-IV and CalWIN User Acceptance Test (UAT), and County validation
- Tests and manages efforts using methodologies including waterfall SDLC models and mixed models to support bi-monthly, priority release. For each bi-monthly baseline release, the team drafts and executes on average 1,100 end-to-end scripts to validate enhancements to CalsAWS.
- Collaborates with policy, committee, and project groups, with varying levels of experience with automation systems, to determine requirements and orchestrate solutions
- Executes urgent and critical system test scenarios to support high-priority or complex test efforts associated with enhancements of defect resolution for the CalsAWS Application(a JAVA web-based application software that interacts with Oracle databases, web services, and cloud services)
- Oversees and monitors M&E testing activities from the creation of test scripts through unit, system, integration, and user acceptance testing
- Manages the day-to-day activities of the Accenture test team and coordinates all testing activities with the development, business, and technical teams
- Manages the development of all test-related deliverables. This includes 14 successfully completed CalsAWS Migration deliverables to-date. (Master Test Plan, RTM, UAT Support Plan, and UT Readiness Reports for C-IV and CalWIN)
- Manages the SCR test process
- Manages all system test modifications and deployments
- Oversees all manual and automated regression testing
- Oversees planning, development, and execution of M&E testing
- Provides guidance to UAT testers on working in accordance with the UAT Plan and the effective execution of their roles
- Manages and provides input to modifications to Jira as a System Administrator in accordance with the CalsAWS business process to ensure efficiency in all stages of the SDLC for Application teams.

### Documentation

- Documents and tracks all requirements met through system test tasks
- Confirms proper documentation and tracking of requirements

### Defect resolution

- Tracks all test defects through retest and timely resolution
- Drives discussions and reports status of overall defect statuses to Client stakeholders
- Assists the Consortium in determining defect severity levels for all defects

### Quality assurance and reporting

**PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE**

- Assists the Quality Assurance team in preparation of test result reports for input into release green light meetings
- Communicates recommendations promoting applications into the production environment based on test results and exit criteria

Project #2	Contact #2
Company Name: C-IV Consortium	Contact Name: [REDACTED]
Project Name: C-IV	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) June 1, 2015 – March 3, 2019	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Test Manager	

*Description of relevant experience:*

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

- Integrates with at least two applications, one of which is a COTS:** The 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).
- Interfaces with at least five external systems, at least one of which is real-time:** C-IV was the largest integrated eligibility system in the United States. 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.
- 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.
- Has a contract value of at least \$10,000,000 dollars:** The C-IV contract value was \$1,879,699,002.
- 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.

**As the C-IV Test Manager, Lynnel's responsibilities included:****Project scope**

- **Served as the test manager on C-IV, which is a large and complex IT system in a health and human services project**
- Managed all test planning, scripting, preparation, and execution of system test compliant with IEEE and ISO standards, and in accordance with the approved C-IV Design, Application Development Work Plan, and Master Test Plan

PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE		
<ul style="list-style-type: none"> <li>Tested and managed efforts using different methodologies such as waterfall and agile (Proactive Texting &amp; C4Y Mobile App) SDLC models and mixed models to support bi-monthly, priority release</li> <li>Collaborated with policy, committee, and project groups, with varying levels of experience with automation systems, to determine requirements and orchestrate the best solution</li> <li>Tested C-IV (a JAVA web-based application software that interacts with Oracle databases, and web services) in urgent and critical scenarios to support issue escalation and complex projects</li> <li>Oversaw and monitored M&amp;E testing activities from the creation of test scripts through unit, system, integration, and user acceptance testing</li> <li>Coordinated all testing activities with the development, business, and technical teams</li> <li>Managed the day-to-day activities of the Accenture test team</li> <li>Coordinated and supported the Consortium-provided UAT and County validation testers</li> <li>Led the development of all test-related deliverables for the C-IV Project</li> <li>Managed the SCR test process</li> <li>Managed all system test modifications and deployments</li> <li>Managed all manual and automated regression testing</li> <li>Oversaw planning, development, and execution of M&amp;E testing</li> </ul>		
<b>Documentation</b>		
<ul style="list-style-type: none"> <li>Documented and tracked all requirements met through system test tasks</li> <li>Drove discussions and reported status of overall defect statuses to Client stakeholders</li> <li>Confirmed proper documentation and tracking of requirements</li> </ul>		
<b>Defect resolution</b>		
<ul style="list-style-type: none"> <li>Tracked all test defects through retest and timely resolution</li> <li>Assisted the Consortium in determining defect severity levels for all defects</li> </ul>		
<b>Quality assurance and reporting</b>		
<ul style="list-style-type: none"> <li>Assisted Quality Assurance team in preparation of test result reports for input into release green light meetings</li> <li>Communicated recommendations promoting applications into the production environment based on test results and exit criteria</li> </ul>		
<b>Total Duration of all Projects cited to meet the MQ:</b>		<b>7 years, 7 months</b>
<b>Minimum Qualification ME-\$38</b>	A minimum of five (5) years of experience planning, preparing for, and executing system test, UAT, and/or regression tests in compliance with a recognized standard, such as IEEE or ISO.	
<b>Project #1</b>	<b>Contact #1</b>	

**PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE**

Company Name: CalsAWS Consortium	Contact Name: [REDACTED]
Project Name: CalsAWS	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) March 4, 2019 – January 4, 2023 (ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Test Manager	
<i>Description of relevant experience:</i>	

**As the CalsAWS Test Manager, Lynnel's responsibilities include:****Project scope**

- **Manages all test planning, scripting, preparation, and execution of system test compliant with IEEE and ISO standards, and in accordance with the approved CalsAWS Design, Application Development Work Plan, and Master Test Plan**
- **Executes urgent and critical system test scenarios to support high-priority or complex test efforts associated with enhancements of defect resolution for the CalsAWS Application(a JAVA web-based application software that interacts with Oracle databases, web services, and cloud services)**
- **Serves as the Test Manager on CalsAWS, which is a large and complex IT system in a health and human services project**
- **Manages and oversees regularly scheduled high-visibility and mission critical CalsAWS Project testing efforts with multiple stakeholders with separate business priorities and varying level of experience with CalsAWS with activities including C-IV and CalWIN Converted Data Test (CDT), Interface Partner Testing (IPT), C-IV and CalWIN User Acceptance Test (UAT), and County Validation**
- **Tests and manages efforts using different methodologies such as waterfall SDLC models and mixed models to support bi-monthly, priority release. For each bi-monthly baseline release, the team drafts and executes on average 1,100 end-to-end scripts to validate enhancements to CalsAWS.**
- **Collaborates with policy, committee, and project groups, with varying levels of experience with automation systems, to determine requirements and orchestrate the best solution**
- **Oversees and monitors M&E testing activities from the creation of test scripts through unit, system, integration, and user acceptance testing**
- **Manages the day-to-day activities of the Accenture test team and coordinates all testing activities with the development, business, and technical teams**
- **Manages the development of all test-related deliverables. This includes 14 successfully completed CalsAWS Migration deliverables to-date. (Master Test Plan, RTM, UAT Support Plan, and UT Readiness Reports for C-IV and CalWIN)**
- **Manages the SCR test process**
- **Manages all system test modifications and deployments**

**PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE**

- Oversees all manual and automated regression testing
- Oversees planning, development, and execution of M&E testing
- Provides guidance to UAT testers on working in accordance with the UAT Plan and the effective execution of their roles
- Manages and provides input to modifications to Jira as a System Administrator in accordance with the CalSAWS business process to ensure efficiency in all stages of the SDLC for Application teams.

**Documentation**

- Documents and tracks all requirements met through system test tasks
- Confirms proper documentation and tracking of requirements

**Defect resolution**

- Tracks all test defects through retest and timely resolution
- Drives discussions and reports defect status to Client stakeholders
- Assists the Consortium in determining defect severity levels for all defects

**Quality assurance and reporting**

- Assists the Quality Assurance team in preparing test result reports for input into release green light meetings
- Communicates recommendations promoting applications into the production environment based on test results and exit criteria

Project #1	Project #2
Company Name: C-IV Consortium	Contact Name: [REDACTED]
Project Name: C-IV	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) June 1, 2015 – March 3, 2019	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Test Manager	
Description of relevant experience:	
<p><b>As the C-IV Test Manager, Lynnel's responsibilities included:</b></p> <p><b>Project scope</b></p> <ul style="list-style-type: none"> <li>• Tested C-IV (a JAVA web-based application software that interacts with Oracle databases, and web services) in urgent and critical scenarios to support issue escalation and complex projects.</li> </ul>	

**PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE**

- **Led all test planning, scripting, preparation, and execution of system test compliant with IEEE and ISO standards, and in accordance with the approved C-IV Design, Application Development Work Plan, and Master Test Plan**
- Served as the test manager on C-IV, which is a large and complex IT system in a health and human services project
- Tested and managed efforts using different methodologies such as waterfall and agile (Proactive Texting & C4Y Mobile App) SDLC models and mixed models to support bi-monthly, priority release
- Collaborated with policy, committee, and project groups, with varying levels of experience with automation systems, to determine requirements and orchestrate the best solution
- Oversaw and monitored M&E testing activities from the creation of test scripts through unit, system, integration, and user acceptance testing
- Managed the transition from a legacy Change Management tool (Tracker) to RTC
- Managed the transition from RTC to Jira to support the project's effort to modernize the system and its underlying project management tools for Maintenance and Enhancements.
- Facilitated on-going discussions with the Consortium Management and Consortium QA Contractor to provide updates and assess upcoming priority releases
- Coordinated all testing activities with the development, business, and technical teams
- Managed the day-to-day activities of the Accenture test team
- Coordinated and supported the Consortium-provided UAT and County validation testers
- Led the development of all test-related deliverables for the C-IV Project
- Managed the SCR test process
- Managed all system test modifications and deployments
- Managed all manual and automated regression testing
- Oversaw planning, development, and execution of M&E testing

**Documentation**

- Documented and tracked all requirements met through system test tasks
- Drove discussions and reported overall defect status to Client stakeholders
- Confirmed proper documentation and tracking of requirements

**Defect resolution**

- Tracked all test defects through retest and timely resolution
- Assisted the Consortium in determining defect severity levels for all defects

**Quality assurance and reporting**

- Assisted Quality Assurance team in preparation of test result reports for input into release green light meetings
- Communicated recommendations promoting applications into the production environment based on test results and exit criteria

PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE		
Total Duration of all Projects cited to meet the MQ:		7 years, 7 months
Minimum Qualification ME-39	A minimum of five (5) years of experience with testing JAVA web-based applications, Software interaction with Oracle databases, web services, and/or cloud services.	
Project #1	Contact #1	
Company Name: CalsAWS Consortium	Contact Name: [REDACTED]	
Project Name: CalsAWS	Company Name: [REDACTED]	
Time Period: (Month, Day, Year – Month, Day, Year) March 4, 2019 – January 4, 2023 (ongoing)	Phone Number: [REDACTED]	
Percentage of Time: 100%	Email: [REDACTED]	
Staff Role: Test Manager		
Description of relevant experience:		
<p><b>As the CalsAWS Test Manager, Lynnel's responsibilities include:</b></p> <p><b>Project scope</b></p> <ul style="list-style-type: none"> <li>• <b>Manages all test planning, scripting, preparation, and execution of system test compliant with IEEE and ISO standards, and in accordance with the approved CalsAWS Design, Application Development Work Plan, and Master Test Plan</b> <ul style="list-style-type: none"> <li>– Executes urgent and critical system test scenarios to support high-priority or complex test efforts associated with enhancements of defect resolution for the CalsAWS Application(a JAVA web-based application software that interacts with Oracle databases, web services, and cloud services)</li> <li>– Serves as the Test Manager on CalsAWS, which is a large and complex IT system in a health and human services project</li> </ul> </li> <li>• Manages and oversees regularly scheduled high-visibility and mission critical CalsAWS Project testing efforts with multiple stakeholders with separate business priorities and varying level of experience with CalsAWS. with activities including C-IV and CalWIN Converted Data Test (CDT). Interface Partner Testing (IPT), C-IV and CalWIN User Acceptance Test (UAT), and County Validation</li> <li>• Tests and manages efforts using different methodologies such as waterfall SDLC models and mixed models to support bi-monthly, priority release. For each bi-monthly baseline release, the team drafts and executes on average 1,100 end-to-end scripts to validate enhancements to CalsAWS.</li> <li>• Collaborates with policy, committee, and project groups, with varying levels of experience with automation systems, to determine requirements and orchestrate the best solution</li> <li>• Oversees and monitors M&amp;E testing activities from the creation of test scripts through unit, system, integration, and user acceptance testing</li> </ul>		

**PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE**

- Manages the day-to-day activities of the Accenture test team and coordinates all testing activities with the development, business, and technical teams
- Manages the development of all test-related deliverables. This includes 14 successfully completed CalSAWS Migration deliverables to-date. (Master Test Plan, RTM, UAT Support Plan, and UT Readiness Reports for C-IV and CalWIN)
- Manages the SCR test process
- Manages all system test modifications and deployments
- Oversees all manual and automated regression testing
- Oversees planning, development, and execution of M&E testing
- Provides guidance to UAT testers on working in accordance with the UAT Plan and the effective execution of their roles
- Manages and provides input to modifications to Jira as a System Administrator in accordance with the CalSAWS business process to ensure efficiency in all stages of the SDLC for Application teams.

**Documentation**

- Documents and tracks all requirements met through system test tasks
- Confirms proper documentation and tracking of requirements

**Defect resolution**

- Tracks all test defects through retest and timely resolution
- Drives discussions and reports overall defect status to Client stakeholders
- Assists the Consortium in determining defect severity levels for all defects

**Quality assurance and reporting**

- Assists Quality Assurance team in preparation of test result reports for input into release green light meetings
- Communicates recommendations promoting applications into the production environment based on test results and exit criteria

Project #2	Contact #2
Company Name: C-IV Consortium	Contact Name: [REDACTED]
Project Name: C-IV	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) June 1, 2015 – March 3, 2019	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Test Manager	
Description of relevant experience:	

## PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE

As the C-IV Test Manager, Lynnel's responsibilities included:

### Project scope

- Tests C-IV (a JAVA web-based application software that interacts with Oracle databases, and web services) in urgent and critical scenarios to support issue escalation and complex projects.
  - Managed all test planning, scripting, preparation, and execution of system test compliant with IEEE and ISO standards, and in accordance with the approved C-IV Design, Application Development Work Plan, and Master Test Plan
  - Served as the test manager on C-IV, which is a large and complex IT system in a health and human services project
- Tested and managed efforts using different methodologies such as waterfall and agile (Proactive Texting & C4Y Mobile App) SDLC models and mixed models to support bi-monthly, priority release
- Collaborated with policy, committee, and project groups, with varying levels of experience with automation systems, to determine requirements and orchestrate the best solution
- Oversaw and monitored M&E testing activities from the creation of test scripts through unit, system, integration, and user acceptance testing
- Managed the transition from a legacy Change Management tool (Tracker) to RTC
- Managed the transition from RTC to Jira to support the project's effort to modernize the system and its underlying project management tools for Maintenance and Enhancements.
- Facilitated on-going discussions with the Consortium Management and Consortium QA Contractor to provide updates and assess upcoming priority releases
- Coordinated all testing activities with the development, business, and technical teams
- Managed the day-to-day activities of the Accenture test team
- Coordinated and supported the Consortium-provided UAT and County validation testers
- Led the development of all test-related deliverables for the C-IV Project
- Managed the SCR test process
- Managed all system test modifications and deployments
- Managed all manual and automated regression testing
- Oversaw planning, development, and execution of M&E testing

### Documentation

- Documented and tracked all requirements met through system test tasks
- Drove discussions and reports on overall defect status to Client stakeholders
- Confirmed proper documentation and tracking of requirements

### Defect resolution

- Tracked all test defects through retest and timely resolution

**PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE**

- Assisted the Consortium in determining defect severity levels for all defects

**Quality assurance and reporting**

- Assisted QA in preparation of test result reports for input into release green light meetings
- Communicated recommendations promoting applications into the production environment based on test results and exit criteria

Project #3	Contact #3
Company Name: C-IV Consortium	Contact Name: [REDACTED]
Project Name: C-IV	Company Name: [REDACTED]
Time Period: Time Period: (Month, Day, Year – Month, Day, Year July 1, 2004 – May 31, 2015	Phone Number: [REDACTED]
Percentage of Time: 40%	Email: [REDACTED]
Multiple Roles: Release Manager, Online Team Lead, Correspondence Lead, Fiscal team Deputy, and JAVA Developer	

*Description of relevant experience:***In her various roles, Lynnel's responsibilities included:****Online AppDev Lead**

- Led a development team responsible for design, build, unit test, assembly test and maintenance of over 500 online pages of the C-IV system**
- Served as the online team lead on C-IV, which is a large and complex IT system in a health and human services project
- Represented the Online AppDev team in bi-weekly Change Control Board (CCB) meetings
- Managed a cross functional team effort both on-shore and offshore to modernize the look and feel of the C-IV system while ensuring no impact to the end-users.
- Developed and maintained training materials
- Worked collaboratively with Consortium business analysts and regional managers
- Managed the functionality of the lobby management kiosk in the County Lobby used to assist with the check-in process and document drop-off
- Managed maintenance of the C4Yourself portal

**Correspondence AppDev Lead**

- Led development team responsible for the design, build, unit test, assembly test and maintenance of 300 forms and 1,500 snippets for C-IV dynamically generated Notice of Actions (NOAs), using Adobe LiveCycle and JRules to determine snippet order on resulting NOAs (in 13 threshold languages) sent from the C-IV system based on policy and regulation**
- Served as the correspondence lead on C-IV, which was a large and complex IT system in a health and human services project

## PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE

- Maintained active work plan to assure at minimum six months of active backlog of scheduled work
  - Collaborated with client teams to gather requirements for functional and policy changes
- Fiscal AppDev Deputy**
- **Conducted functional peer reviews, unit test and assembly test**
  - Served as the fiscal team deputy on C-IV, which is a large and complex IT system in a health and human services project
  - Assisted in the day-to-day operations of the fiscal development team
  - Gathered and developed functional requirements
  - Reviewed developers' code to verify compliance with strict requirements and standards of C-IV software development
- Senior JAVA Developer**
- **Developed, unit tested, and assembly tested JAVA/J2EE/SQL programs to interface with county and county agencies**
  - Managed automated batch jobs that issued main payroll and nightly payroll benefits as well as interface file that provide payroll information to each county
  - Managed EBT functionality to issue EBT benefits and demographic change information to EBT account holders
  - Modified EBT process from daily batch jobs to real-time interface with EBT agency

Total Duration of all Projects cited to meet the MQ:		11 years, 11 months
Minimum Qualification ME-S40	A minimum of three (3) years of experience overseeing or testing applications with multiple stakeholders/customers with varied business priorities and varying levels of experience with automation systems.	
Project #1	Contact #1	
Company Name: CalSAWS Consortium	Contact Name: [REDACTED]	
Project Name: CalSAWS	Company Name: [REDACTED]	
Time Period: (Month, Day, Year – Month, Day, Year) March 4, 2019 – January 4, 2023 (ongoing)	Phone Number: [REDACTED]	
Percentage of Time: 100%	Email: [REDACTED]	
Staff Role: Test Manager		
Description of relevant experience:		
As the CalSAWS Test Manager, Lynnel's responsibilities include:		
Project scope		

## PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE

- Collaborates with policy, committee, and project groups, with varying levels of experience with automation systems, to determine requirements and orchestrate the best solution
  - Manages and oversees high-visibility and mission critical CalsAWS Project testing efforts with multiple stakeholders with separate business priorities and varying level of experience with CalsAWS with activities including C-IV and CalWIN Converted Data Test (CDT), Interface Partner Testing (IPT), C-IV and CalWIN User Acceptance Test (UAT), and County Validation. These efforts are executed concurrently to regularly schedule testing
  - Serves as the Test Manager on CalsAWS, which is a large and complex IT system in a health and human services project
  - Manages all test planning, scripting, preparation, and execution of system test compliant with IEEE and ISO standards, and in accordance with the approved CalsAWS Design, Application Development Work Plan, and Master Test Plan
  - Tests and manages efforts using different methodologies such as waterfall SDLC models and mixed models to support bi-monthly, priority release. For each bi-monthly baseline release, the team drafts and executes on average 1,100 end-to-end scripts to validate enhancements to CalsAWS.
  - Executes urgent and critical system test scenarios to support high-priority or complex test efforts associated with enhancements of defect resolution for the CalsAWS Application(a JAVA web-based application software that interacts with Oracle databases, web services, and cloud services)
  - Oversees and monitors M&E testing activities from the creation of test scripts through unit, system, integration, and user acceptance testing
  - Manages the day-to-day activities of the Accenture test team and coordinates all testing activities with the development, business, and technical teams
  - Manages the development of all test-related deliverables. This includes 14 successfully completed CalsAWS Migration deliverables to-date. (Master Test Plan, RTM, UAT Support Plan, and UT Readiness Reports for C-IV and CalWIN)
  - Manages the SCR test process
  - Manages all system test modifications and deployments
  - Oversees all manual and automated regression testing
  - Oversees planning, development, and execution of M&E testing
  - Provides guidance to UAT testers on working in accordance with the UAT Plan and the effective execution of their roles
  - Manages and provides input to modifications to Jira as a System Administrator in accordance with the CalsAWS business process to ensure efficiency in all stages of the SDLC for Application teams.
- Documentation**
- Documents and tracks all requirements met through system test tasks
  - Confirms proper documentation and tracking of requirements
- Defect resolution**
- Tracks all test defects through retest and timely resolution

**PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE**

- Drives discussions and reports overall defect status to Client stakeholders
- Assists the Consortium in determining defect severity levels for all defects

**Quality assurance and reporting**

- Assists QA in preparation of test result reports for input into release green light meetings
- Communicates recommendations promoting applications into the production environment based on test results and exit criteria

Project #2	Contact #2
Company Name: C-IV Consortium	Contact Name: [REDACTED]
Project Name: C-IV	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) June 1, 2015 – March 3, 2019	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Test Manager	

*Description of relevant experience:***As the C-IV Test Manager, Lynnel's responsibilities included:****Project scope**

- **Collaborated with policy, committee, and project groups, with varying levels of experience with automation systems, to determine requirements and orchestrate the best solution**
- Serves as the Test Manager on CalsAWS, which is a large and complex IT system in a health and human services project
- Manages all test planning, scripting, preparation, and execution of system test compliant with IEEE and ISO standards, and in accordance with the approved CalsAWS Design, Application Development Work Plan, and Master Test Plan
- Tests and manages efforts using different methodologies such as waterfall SDLC models and mixed models to support bi-monthly, priority release. For each bi-monthly baseline release, the team drafts and executes on average 1,100 end-to-end scripts to validate enhancements to CalsAWS.
- Executes urgent and critical system test scenarios to support high-priority or complex test efforts associated with enhancements of defect resolution for the C-IV Application (a JAVA web-based application software that interacts with Oracle databases, web services, and cloud services)
- Oversees and monitors M&E testing activities from the creation of test scripts through unit, system, integration, and user acceptance testing
- Managed the transition from a legacy Change Management tool (Tracker) to RTC

**PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE**

- Managed the transition from RTC to Jira to support the project's effort to modernize the system and its underlying project management tools for Maintenance and Enhancements.
- Facilitated on-going discussions with the Consortium Management and Consortium QA Contractor to provide updates and assess upcoming priority releases
- Manages the day-to-day activities of the Accenture test team and coordinates all testing activities with the development, business, and technical teams
- Manages the development of all test-related deliverables
- Manages the SCR test process
- Manages all system test modifications and deployments
- Oversees all manual and automated regression testing
- Oversees planning, development, and execution of M&E testing
- Provides guidance to UAT testers on working in accordance with the UAT Plan and the effective execution of their roles
- Manages and provides input to modifications to Jira as a System Administrator in accordance with the CalSAWS business process to ensure efficiency in all stages of the SDLC for Application teams.

**Documentation**

- Documents and tracks all requirements met through system test tasks
- Confirms proper documentation and tracking of requirements

**Defect resolution**

- Tracks all test defects through retest and timely resolution
- Drives discussions and reports overall defect status to Client stakeholders
- Assists the Consortium in determining defect severity levels for all defects

**Quality assurance and reporting**

- Assists Quality Assurance team in preparation of test result reports for input into release green light meetings
- Communicates recommendations promoting applications into the production environment based on test results and exit criteria

**Total Duration of all Projects cited to meet the MQ:****7 years, 7 months**Minimum  
Qualification ME-  
S41

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

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

Company Name: CalSAWS Consortium

Contact Name: [REDACTED]

**PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE**

Project Name: CalsAWS	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) March 4, 2019 – January 4, 2023 (ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Test Manager	
Description of relevant experience:	
<p><b>As the CalsAWS Test Manager, Lynnel's responsibilities include:</b></p> <p><b>Project scope</b></p> <ul style="list-style-type: none"> <li>• Tests and manages efforts using different methodologies such as waterfall SDLC models and mixed models to support bi-monthly, priority release. For each bi-monthly baseline release, the team drafts and executes on average 1,100 end-to-end scripts to validate enhances to CalsAWS.</li> <li>• Manages and oversees regularly scheduled high-visibility and mission critical CalsAWS Project testing efforts with multiple stakeholders with separate business priorities and varying level of experience with CalsAWS with activities including C-IV and CalWIN Converted Data Test (CDT), Interface Partner Testing (IPT), C-IV and CalWIN User Acceptance Test (UAT), and County Validation</li> <li>• Serves as the Test Manager on CalsAWS, which is a large and complex IT system in a health and human services project</li> <li>• Manages all test planning, scripting, preparation, and execution of system test compliant with IEEE and ISO standards, and in accordance with the approved CalsAWS Design, Application Development Work Plan, and Master Test Plan</li> <li>• Collaborates with policy, committee, and project groups, with varying levels of experience with automation systems, to determine requirements and orchestrate the best solution</li> <li>• Executes urgent and critical system test scenarios to support high-priority or complex test efforts associated with enhancements of defect resolution for the CalsAWS Application(a JAVA web-based application software that interacts with Oracle databases, web services, and cloud services)</li> <li>• Oversees and monitors M&amp;E testing activities from the creation of test scripts through unit, system, integration, and user acceptance testing</li> <li>• Manages the day-to-day activities of the Accenture test team and coordinates all testing activities with the development, business, and technical teams</li> <li>• Manages the development of all test related deliverables</li> <li>• Manages the SCR test process</li> <li>• Manages all system test modifications and deployments</li> <li>• Oversees all manual and automated regression testing</li> <li>• Oversees planning, development, and execution of M&amp;E testing</li> </ul>	

**PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE**

- Provides guidance to UAT testers on working in accordance with the UAT Plan and the effective execution of their roles
- Manages and provides input to modifications to Jira as a System Administrator in accordance with the CalSAWS business process to ensure efficiency in all stages of the SDLC for Application teams.

**Documentation**

- Documents and tracks all requirements met through system test tasks
- Confirms proper documentation and tracking of requirements

**Defect resolution**

- Tracks all test defects through retest and timely resolution
- Drives discussions and reports current status of overall defect statuses to Client stakeholders
- Assists the Consortium in determining defect severity levels for all defects

**Quality assurance and reporting**

- Assists the Quality Assurance team in preparation of test result reports for input into release green light meetings
- Communicates recommendations promoting applications into the production environment based on test results and exit criteria

Project #2	Contact #2
Company Name: C-IV Consortium	Contact Name: [REDACTED]
Project Name: C-IV	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) June 1, 2015 – March 3, 2019	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Test Manager	

*Description of relevant experience:*

**As the C-IV Test Manager, Lynnel's responsibilities included:**

**Project scope**

- **Tested and managed efforts using different methodologies such as Waterfall and Agile (Proactive Texting & C4Y Mobile App) SDLC models and mixed models to support bi-monthly, priority release**
- Served as the test manager on C-IV, which is a large and complex IT system in a health and human services project
- Managed all test planning, scripting, preparation, and execution of system test compliant with IEEE and ISO standards, and in accordance with the approved C-IV Design, Application Development Work Plan, and Master Test Plan

**PART 2 – M&E TEST MANAGER MINIMUM QUALIFICATIONS TABLE**

<ul style="list-style-type: none"> <li>• Collaborated with policy, committee, and project groups, with varying levels of experience with automation systems, to determine requirements and orchestrate the best solution</li> <li>• Tested C-IV (a JAVA web-based application software that interacts with Oracle databases, and web services) in urgent and critical scenarios to support issue escalation and complex projects.</li> <li>• Oversaw and monitored M&amp;E testing activities from the creation of test scripts through unit, system, integration, and user acceptance testing</li> <li>• Managed the transition from a legacy Change Management tool (Tracker) to RTC</li> <li>• Managed the transition from RTC to Jira to support the project's effort to modernize the system and its underlying project management tools for Maintenance and Enhancements.</li> <li>• Facilitated on-going discussions with the Consortium Management and Consortium QA Contractor to provide updates and assess upcoming priority releases</li> <li>• Coordinated all testing activities with the development, business, and technical teams</li> <li>• Managed the day-to-day activities of the Accenture test team</li> <li>• Coordinated and supported the Consortium-provided UAT and County validation testers</li> <li>• Led the development of all test-related deliverables for the C-IV Project</li> <li>• Managed the SCR test process</li> <li>• Managed all system test modifications and deployments</li> <li>• Managed all manual and automated regression testing</li> <li>• Oversaw planning, development, and execution of M&amp;E testing</li> </ul>	
<b>Documentation</b>	
<ul style="list-style-type: none"> <li>• Documented and tracked all requirements met through system test tasks</li> <li>• Drove discussions and reported current status of overall defect statuses to Client stakeholders</li> <li>• Confirmed proper documentation and tracking of requirements</li> </ul>	
<b>Defect resolution</b>	
<ul style="list-style-type: none"> <li>• Tracked all test defects through retest and timely resolution</li> <li>• Assisted the Consortium in determining defect severity levels for all defects</li> </ul>	
<b>Quality assurance and reporting</b>	
<ul style="list-style-type: none"> <li>• Assisted QA in preparation of test result reports for input into release green light meetings</li> <li>• Communicated recommendations promoting applications into the production environment based on test results and exit criteria</li> </ul>	
<b>Total Duration of all Projects cited to meet the MQ:</b>	<b>7 years, 7 months</b>

### 1.11 M&E RELEASE MANAGER STAFF QUALIFICATIONS

M&E RELEASE MANAGER			
PART 1 – RÉSUMÉ			
Contractor	Accenture LLP		
Candidate Name	Rogelio (Roger) Perez		
Position in the Company	Technology Delivery Lead	Length of Time in Position	13 years
Project Position & Responsibilities	M&E Release Manager Project responsibilities will be as defined in RFP section 13.1.3.6.11.		
Skills & Qualifications for Project Position	<p><b>Skills:</b> Roger has expert and master-level skills in release management, automated testing, cloud and on-premises environments, quality and improvement processes, regression testing, requirements development, system test planning, preparation and execution, test data implementation, test environment management, and confirming compliance to entry and exit governance criteria. He identifies and manages risks that may affect release scope, release duration, and environments.</p> <p><b>Qualifications:</b> Roger has 18 years of integrated eligibility experience: 17 years in California (CalSAWS, LRS, and C-IV) and one year in Texas. He has 6 years of experience as a Release Manager and 3.5 years as a lead on the C-IV/LRS migration project, a large and complex IT system in health and human services. <b>(MQ ME-S42: Exceeds)</b>. Roger has 6 years of experience where the project scope included managing, planning, scheduling, and controlling Software builds through different stages and environments; including testing and deploying Software releases. <b>(MQ ME-S43: Exceeds)</b>.</p>		
Relevant Experience (Add additional tables as needed)			
Project Title	California State Automated Welfare System (CalSAWS)		
Position Title	Release Manager		
Begin Date	03/2019	End Date	Ongoing
Scope and Description of Responsibility	<p><b>Scope:</b> Roger's scope of services includes the scheduling, planning, configuration, testing, and deployment of the CalSAWS software development and delivery process using CalSAWS legacy on-premises and cloud environments.</p> <p><b>Responsibility:</b> Roger manages the software development and delivery process of the CalSAWS M&amp;E and DD&amp;I project to provide high quality, smooth, and timely software releases. He oversees release scheduling, coordination, and deployments across applications, the software development lifecycle (SDLC), and environments while collaborating with all project teams, vendors, and County and State interface partners. These releases include CalSAWS application updates (enhancements and defect resolution), operating system patches, security improvements, hardware upgrades, release notes, and training material updates. Roger manages risks and resolves issues that affect release scope, schedule, and quality, and he monitors development and testing progress to confirm CalSAWS releases are delivered on time, within budget, and meet or exceed quality controls.</p>		

M&E RELEASE MANAGER				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Roger manages the SDLC in legacy on-premises and cloud environments. Prior to a major release, Roger develops the deployment strategy and communicates with all stakeholders and leadership to confirm everyone is aware of the delivery schedule and upcoming changes.</p> <p><b>Experience Attained:</b> Roger's knowledge of CalsAWS governance processes and his SDLC experience enabled him to work seamlessly when the CalsAWS DD&amp;I transformation requirements increased from 8,000–12,000-hour releases to 30,000-hour releases in 2019, which increased risks. In 2022, after 2.5 years, no risks had materialized, and the risk level was downgraded to "low". In December 2022 the risk had been successfully mitigated and retired after 3 years and 215,000 hours of DD&amp;I Application Development changes implemented. Before the pandemic, he managed the migration and potential risks onsite. After the pandemic, the team transitioned to 100-percent virtual support, maintaining team cohesiveness, motivation, and engagement.</p>			
Project Title	C-IV Consortium			
Position Title	C-IV/LRS Migration Manager			
Begin Date	07/2015	End Date	03/2019	# of Months 44
Scope and Description of Responsibility	<p><b>Scope:</b> Roger's scope was to identify and develop the requirements for the application development work to transform the LRS application from a single-county system to CalsAWS—a statewide county system. He managed the planning, documentation, and research of the migration system gap analysis by working with the project teams and County end users to understand system functionality, impacted areas, and proposed changes.</p> <p><b>Responsibility:</b> Roger provided functional and technical expertise to plan, define, and support the C-IV and LRS system migration. He worked with stakeholders to resolve issues and reach consensus on items while making real-time decisions. He developed the detailed requirements for the application development and managed the creation and quality of deliverables. Also, he supervised the C-IV to LRS conversion proof of concept to demonstrate the capability of converting the C-IV system data into the LRS data model.</p>			
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Roger used his skills in planning, collaboration, welfare eligibility policy, integrated eligibility systems, SDLC, and release/project management to develop the requirements for the application development work to transform the LRS application from a single-county system to CalsAWS—a statewide county system.</p> <p><b>Experience Attained:</b> His experience included the planning, management, and execution of the LRS and C-IV systems comparative analysis. As a result, 1,000+ functional gaps were identified across the application's front-end in just four weeks. He organized these gaps by functional areas and created visual data to demonstrate the differences. He hosted 10 weeks of side-by-side system comparison sessions with approximately 80 County staff and State sponsors in each functional workgroup. In total, over 500 people attended these sessions and his team-centered thinking led to a group consensus with only one escalation.</p>			
Project Title	C-IV Consortium			
Position Title	Release Management Lead (Equivalent to Release Manager)			

M&E RELEASE MANAGER					
Begin Date	10/2012	End Date	06/2015	# of Months	33
Scope and Description of Responsibility	<p><b>Scope:</b> Roger's scope included managing the scheduling, planning, configuration, testing, and deployment of the C-IV software development and delivery process. He managed releases and system test activities while also managing the training team, Level 3 help desk support activities, and stakeholder communications.</p> <p><b>Responsibility:</b> Roger managed the C-IV software development and delivery process overseeing scheduling, coordination, management of releases and deployments across the applications, SDLC, and environments while working with all project teams, vendors, and County and State interface partners. Releases included C-IV application updates (enhancements and defect resolution), patches, hardware upgrades, release notes, and training materials updates. He supervised Level 3 help desk ticket support to confirm that ticket response time met service level agreements (SLAs) while maintaining customer satisfaction. Also, Roger coordinated C-IV's eHIT interface integrated test efforts, release planning, and deployment activities with the CalHEERS project.</p>				
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Roger's skills in release management, requirements development, test planning, quality management, and policies were the foundation for managing some of the most complex functional areas of the C-IV application.</p> <p><b>Experience Attained:</b> Roger planned and managed modernization testing where the C-IV application was modified to a new architecture and user interface. He facilitated weekly meetings with quality assurance, the Consortium, and Accenture to determine the test approach. He led a 40-person team that developed over 20,000 test scripts and identified and re-tested more than 1,000 test defects. The release was delivered on time with minimal production defects. Simultaneously, he managed CalHEERS interface testing, with tight timelines, competing resources, and cross system dependencies including the CalHEERS eHIT go-live release in 2013, where the C-IV project had the highest test script execution and passing percentage.</p>				
Education (add rows as needed)					
Years	Course of Study	School			
08/1999–12/2004	B.S., Business Administration	California State University, Chico			
Professional Certifications or Designations (add rows as needed)					
Certification or Designation	Organization	Dates			
Project Management Professional	Project Management Institute	January 2018–January 2024, Credential: 2142280			
SAFe 4.0 Agilist	Scaled Agile, Inc.	May 2017. No expiration date, Credential: 56045199-4365			

PART 2 – M&E RELEASE MANAGER MINIMUM QUALIFICATIONS TABLE	
Minimum Qualification ME-S42	A minimum of five (5) years of experience within the past ten (10) years as the release manager or lead on Projects involving large and complex IT systems in a health and human services or health care services Project.
<b>Project #1</b>	<b>Contact #1</b>
Company Name: CalsAWS Consortium	Contact Name: [REDACTED]
Project Name: CalsAWS	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) March 4, 2019 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: CalsAWS Release Manager	
Description of relevant experience:	
<p>The CalsAWS project meets the definition of "large and complex IT system," based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>Integrates with at least two applications, one of which is a COTS:</b> The CalsAWS solution integrates custom Java code with COTS applications (e.g., Oracle database and middleware products, Informatica Identity Resolution, Pitney Bowes Spectrum, ForgeRock, and IBM Operational Decision Manager). The core eligibility application further integrates with other COTS applications (e.g., Adobe Experience Manager and AWS Connect) and custom applications (e.g., OCAT, Child Care Portal, and BenefitsCal).</li> <li><b>Interfaces with at least five external systems, at least one of which is real-time:</b> The CalsAWS solution interfaces and exchanges with 50 external systems. BenefitsCal, CalHEERS, County Master Data Management (MDM), Lobby Monitors, the Online CalWORKS Appraisal Tool (OCAT), and Statewide Client Index all interface in real time.</li> <li><b>Is accessed by at least 1,000 users at multiple locations:</b> The CalsAWS solution is accessed by an average of 18,500 daily users across 125 locations. After the CalWIN counties are migrated, the number of CalsAWS users will be approximately 41,500.</li> <li><b>Has a contract value of at least \$10,000,000 dollars:</b> The CalsAWS contract value is \$1,425,495,842.</li> <li><b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> The CalsAWS core eligibility application includes a multi-tiered processing architecture, a presentation tier optimized for multiple user interface platforms (e.g., Google Chrome and Microsoft Edge), an application tier, and a data tier. Other components of the system run on other user interface platforms such as kiosks and tablets.</li> </ol> <p><b>As the CalsAWS Release Manager Roger's responsibilities include:</b></p> <p><b>Project scope</b></p> <ul style="list-style-type: none"> <li><b>Serves as the Release Manager supervising 75 onshore and offshore resources (at peak) on CalsAWS, which is a large and complex IT system in a health and human services project</b></li> </ul>	

## PART 2 – M&E RELEASE MANAGER MINIMUM QUALIFICATIONS TABLE

- Successfully managed the planning, scheduling, control, testing, coordination, and deployment of the CalsAWS DD&I Software builds from 2019 to 2022, that transformed the LRS application from a single county system to CalsAWS a statewide county system. Roger was a primary manager and key contributor to no project risks materializing as a result of the increased release capacity from 12,000 to 30,000 hours producing strong quality releases reducing the Project Risk #204 level to "low"
- Worked directly with the Consortium Leadership team and Consortium QA Contractor to receive approval in December 2022 to retire Risk #204 as a result of maintaining high code quality release through 3 years and 215,000 hours of DD&I Application Development changes.
- Managed the Release Management team transition to 100% virtual support; maintaining overall team cohesiveness, motivation and engagement.
- Manages the planning, configuration and deployment of the CalsAWS software builds through the SDLC stages across 19 cloud environments (at peak) while collaborating with the Test Manager on all test related activities.
- Manages day-to-day activities of Accenture's release team—a team of 75 onshore and offshore Accenture staff (at peak) to confirm successful testing and deployment of each release
- Coordinates with Consortium Release Manager, Consortium Test Manager, Infrastructure Operations, Test and Application Development Teams to create and manage releases
- Plans, develops, reviews, and maintains the release schedule in conjunction with the Consortium
- Negotiates, plans, and manages all release activities
- Oversees all release activities for the CalsAWS project, including system test environment upgrades, deployments, and modifications inclusive of C-IV until C-IV Conversion in September 2021, LRS M&E until LRS transitioned to CalsAWS in September 2021, and CalsAWS M&E and DD&I.
- Maintains the CalsAWS release schedule and confirms alignment across key partners and vendors
- Coordinates release content and effort based on the CalsAWS backlog and team capacity

### Quality

- Managed the Releases and collaborated with the Test Manager to deliver high quality releases on a consistent basis with an error density rate of 2%. In 2022, this included over 276 Priority, RWR and Baseline Releases to the CalsAWS production environment.
- Measures and monitors development and testing progress to confirm the CalsAWS application releases are delivered on time, within budget, and meet or exceed quality controls
- Manages risks and resolves issues that affect release scope, schedule, and quality by collaborating with project stakeholders
- Works with functional leads to resolve complex issues and improve processes and programs within areas of specialization
- Works toward improvements in the release process by researching new release management methodologies and technologies

### Communication

- Provides weekly release reports and collaborates with Project Management, Consortium Leadership, Project Sponsors and Executive Director at Weekly Project Status Meeting, to communicate status, risks, and issues
- Presents to Consortium Release & Test Director, Consortium Leadership Team, Other CalsAWS Contractors, Project Sponsors, and County Stakeholders at a Weekly CalsAWS Leadership Implementation Meetings, and in the C-IV & CalWIN Wave Go-live Readiness Meetings.

**PART 2 – M&E RELEASE MANAGER MINIMUM QUALIFICATIONS TABLE**

- Collaborates with the Consortium to improve and mature release processes on a regular basis Identifies and proactively brings forward options that will provide the highest value to the Consortium

**Readiness**

- Oversees, conducts, and supports release readiness reviews and release green light Go/No-Go decisions/presentations
- Leads and coordinates activities including the execution of the deployment plans

**Documentation**

- Oversees and confirms the documentation of key information—such as build and release procedures, dependencies, defect fixes, and SCRs—is reflected and documented accurately in the appropriate deliverable

Project #2	Contact #2
Company Name: C-IV Consortium	Contact Name: [REDACTED]
Project Name: C-IV	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) October 1, 2012 – June 30, 2015	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Release Management Lead (Equivalent to Release Manager)	

**Description of relevant experience:**

C-IV was a large and complex IT system that has been decommissioned and integrated into CalSAWS. It meets the requirements in MQ ME-S42 based on the following criteria defined in the RFP:

- 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:** C-IV was the largest integrated eligibility system in the United States. 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.

## PART 2 – M&E RELEASE MANAGER MINIMUM QUALIFICATIONS TABLE

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.

**As the C-IV Release Management Lead, Roger's responsibilities included:**

### Project scope

- **Served as the Release Management Lead supervising 40 onshore and off-shore resources (at peak) on C-IV, which was a large and complex IT system in a health and human services project**
- Managed the scheduling, planning, configuration, testing, and deployment of the C-IV software development and delivery process through the different SDLC stages and environments
- Successfully managed, planned, scheduled, controlled, tested, and deployed the software builds for the C-IV application from 2012 to 2015.
- Led the C-IV modernization test effort where the C-IV application was modified to follow a modern new architecture and User Interface. He facilitated weekly meetings with Quality Assurance, Consortium Business Analysts, and Accenture staff to determine the test approach. He led a 40-person team that developed over 20,000 test scripts and identified and re-tested over 1,000 test defects. The release was one of the largest efforts since original C-IV go-live and it was delivered on time with minimal production defects
- Managed the CalHEERS interface testing and releases for C-IV, which had tight timelines, competing resources, and cross system dependencies. This included the CalHEERS eHIT go-live release in 2013, where over 200 source files were modified and the C-IV project had the highest test script execution and passing percentage.
- Maintained the C-IV release schedule and confirmed alignment across key partners and vendors
- Managed the day-to-day activities of the Accenture's release team—a team of 40 Accenture staff to confirm successful testing and deployment of each release
- Coordinates with Consortium Release Manager, Consortium Test Manager, Infrastructure Operations, Test and Application Development Teams to negotiate, create, plan and manage all release activities
- Coordinated release content and effort based on the C-IV backlog and team capacity
- Collaborate with the Test Manager with regard to all testing activities for the C-IV project, including system test environment upgrades, deployments, and modifications

### Quality

- Confirmed standards, peer reviews, and QA methodologies were followed to support CMMI compliance
- Measured and monitored development and testing progress to confirm the C-IV application releases were delivered on time, within budget, and met or exceeded quality controls
- Facilitated the green light release process, included working with the Consortium Project Director, Consortium Managers, and the quality assurance vendor to verify all testing activities were completed



**PART 2 – M&E RELEASE MANAGER MINIMUM QUALIFICATIONS TABLE**

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

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

**As the CalsAWS Release Manager Roger's responsibilities include:**

**Project scope**

- **Serves as the Release Manager supervising 75 onshore and offshore resources (at peak) on CalsAWS, which is a large and complex IT system in a health and human services project**
- Successfully managed the planning, scheduling, control, testing, coordination, and deployment of the CalsAWS DD&I Software builds from 2019 to 2022, that transformed the LRS application from a single county system to CalsAWS a statewide county system. Roger was a primary manager and key contributor to no project risks materializing as a result of the increased release capacity from 12,000 to 30,000 hours producing strong quality releases reducing the Project Risk #204 level to "low"
- Worked directly with the Consortium Leadership team and Consortium QA Contractor to receive approval in December 2022 to retire Risk #204 as a result of maintaining high code quality release through 3 years and 215,000 hours of DD&I Application Development changes.
- Managed the Release Management team transition to 100% virtual support; maintaining overall team cohesiveness, motivation and engagement.
- Manages the planning, configuration and deployment of the CalsAWS software builds through the SDLC stages across 19 cloud environments (at peak) while collaborating with the Test Manager on all test related activities.
- Manages day-to-day activities of Accenture's release team—a team of 75 onshore and offshore Accenture staff (at peak) to confirm successful testing and deployment of each release
- Coordinates with Consortium Release Manager, Consortium Test Manager, Infrastructure Operations, Test and Application Development Teams to create and manage releases
- Plans, develops, reviews, and maintains the release schedule in conjunction with the Consortium

**PART 2 – M&E RELEASE MANAGER MINIMUM QUALIFICATIONS TABLE**

- Negotiates, plans, and manages all release activities
- Oversees all release activities for the CalsAWS project, including system test environment upgrades, deployments, and modifications inclusive of C-IV until C-IV Conversion in September 2021, LRS M&E until LRS transitioned to CalsAWS in September 2021, and CalsAWS M&E and DD&I.
- Maintains the CalsAWS release schedule and confirms alignment across key partners and vendors
- Coordinates release content and effort based on the CalsAWS backlog and team capacity

**Quality**

- Managed the Releases and collaborated with the Test Manager to deliver high quality releases on a consistent basis with an error density rate of 2%. In 2022, this included over 276 Priority, RWR and Baseline Releases to the CalsAWS production environment.
- Measures and monitors development and testing progress to confirm the CalsAWS application releases are delivered on time, within budget, and meet or exceed quality controls
- Manages risks and resolves issues that affect release scope, schedule, and quality by collaborating with project stakeholders
- Works with functional leads to resolve complex issues and improve processes and programs within areas of specialization
- Works toward improvements in the release process by researching new release management methodologies and technologies

**Communication**

- Provides weekly release reports and collaborates with Project Management, Consortium Leadership, Project Sponsors and Executive Director at Weekly Project Status Meeting, to communicate status, risks, and issues
- Presents to Consortium Release & Test Director, Consortium Leadership Team, Other CalsAWS Contractors, Project Sponsors, and County Stakeholders at a Weekly CalsAWS Leadership Implementation Meetings, and in the C-IV & CalWIN Wave Go-live Readiness Meetings.
- Collaborates with the Consortium to improve and mature release processes on a regular basis Identifies and proactively brings forward options that will provide the highest value to the Consortium

**Readiness**

- Oversees, conducts, and supports release readiness reviews and release green light Go/No-Go decisions/presentations
- Leads and coordinates activities including the execution of the deployment plans

**Documentation**

- Oversees and confirms the documentation of key information—such as build and release procedures, dependencies, defect fixes, and SCRs—is reflected and documented accurately in the appropriate deliverable

Project #2	Contact #2
Company Name: C-IV Consortium	Contact Name: [REDACTED]
Project Name: C-IV	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year)	Phone Number: [REDACTED]

PART 2 – M&E RELEASE MANAGER MINIMUM QUALIFICATIONS TABLE		
July 1, 2015 – March 3, 2019		
Percentage of Time: 100%		Email: [REDACTED]
Staff Role: C-IV/LRS Migration Manager		
Description of relevant experience:		
<p>C-IV was a large and complex IT system that has been decommissioned and integrated into CalSAWS. It meets the requirements in MQ ME-S43 based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>Integrates with at least two applications, one of which is a COTS:</b> The 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).</li> <li><b>Interfaces with at least five external systems, at least one of which is real-time:</b> C-IV was the largest integrated eligibility system in the United States. 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.</li> <li><b>Is accessed by at least 1,000 users at multiple locations:</b> 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.</li> <li><b>Has a contract value of at least \$10,000,000 dollars:</b> The C-IV contract value was \$1,879,699,002.</li> <li><b>Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:</b> 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.</li> </ol> <p>LRS was a large and complex IT system that has been decommissioned and integrated into CalSAWS. It meets the requirements in MQ ME-S43 based on the following criteria defined in the RFP:</p> <ol style="list-style-type: none"> <li><b>Integrates with at least two applications, one of which is a COTS:</b> The LRS solution integrated with a member self-service portal, IVR, EDMS (document imaging), call center application, mobile apps, and a real-time lobby check-in. LRS and ancillary services use 60+ off the shelf software components as part of the overall solution including Adobe, Cisco, IBM, Informatica, Oracle, Pitney Bowes, SAP, ServiceNow, and VMware.</li> <li><b>Interfaces with at least five external systems, at least one of which is real-time:</b> The LRS solution interfaced with several real time external systems including MEDS, IEVS, DMS/ELP, CalWIN, Department of Children and Family Services (DCSF), Child Support, Department of Public Social Services (DCSS), and CalHEERS (near real time).</li> <li><b>Is accessed by at least 1,000 users at multiple locations:</b> The LRS solution was accessed by 13,000 Los Angeles County users at 130 office locations.</li> <li><b>Has a contract value of at least \$10,000,000 dollars:</b> The solution contract value was \$1,054,145,353 (initial term, amended).</li> </ol>		

**PART 2 – M&E RELEASE MANAGER MINIMUM QUALIFICATIONS TABLE**

- 5. Includes multi-tiered processing, including a customer or user-facing front-end optimized for multiple user interface platforms:** The LRS solution includes multi-tiered architecture including front-end applications optimized for a variety of user interface platforms.

**As the C-IV/LRS Migration Manager, Roger's tasks included:**

**Project Scope**

- Served as the C-IV/LRS Migration Manager, a critical role established in preparation for the migration of C-IV and LRS to a 58 county solution, where the Project scope for both included managing, planning, scheduling, and controlling Software builds through different stages and environments; including testing and deploying Software releases.
- Provided functional and technical expertise to plan, define, and support the delivery of the C-IV and LRS System migration while aligning with strategic direction set by leadership as it relates to the migration project
- Developing the detailed requirements for the application development effort and managing the creation and quality of deliverables
- Managed planning, documenting, researching and executing the LRS and C-IV systems comparative analysis to identify the application requirements for the "to-be" CalSAWS system. As result, over 1,000 functional gaps were identified across the entire front end of the applications in just four weeks. Roger led the team that organized these gaps by functional areas and created visual data to demonstrate the differences during planning sessions.
- Successfully managed and facilitated 10 weeks of side-by-side reviews of the entire C-IV and LRS systems. Over 500 county staff participants, State representatives and C-IV and LRS project subject matter experts attended these sessions. Roger led the working group review of 300+ gaps and his team-centered thinking led to group consensus with only one escalation.
- Achieved buy in from the Project Steering Committee (PSC) on the migration strategic approach for key functional areas of the applications leading up to the side-by-side comparison review sessions (e.g. Forms, WINS, Training Materials, etc.).
- Developed and confirmed migration system design gaps and estimates, communicated cross team impacts and dependencies, and coordinated hand offs to the Migration Consortia team to incorporate findings into the Statement of Work/Requirements
- Collaborated with the Application Development Teams and the Consortium Policy/Design Managers to fully understand system functionality, impacted areas, and proposed changes
- Managed the migration work plans and project deliverables; ensured requirements were written clearly and with enough detail to be estimated and designed

**Communication**

- Communicated across teams and projects to develop and confirm design gaps and estimates, understand cross-team impacts, and incorporate them into the Statement of Work
- Worked with stakeholders collaboratively to resolve issues and reach consensus while making real time decisions

**Quality**

- Identified potential risks; created and executed mitigation plans

**PART 2 – M&E RELEASE MANAGER MINIMUM QUALIFICATIONS TABLE****C-IV to LRS Proof of Concept Project**

- Supervised proof of concept to demonstrate the capability of converting the C-IV System data into the LRS data model
- Understood the analysis and technical work performed by the conversion team
- Helped guide the direction and staff on the design, documentation, development, and delivery of the C-IV migration data conversion prototype
- Identified potential risks and created appropriate mitigation plans

Project #3	Contact #3
Company Name: State of California	Contact Name: [REDACTED]
Project Name: C-IV	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) October 1, 2012 – June 30, 2015	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: C-IV Release Management Lead (equivalent to Release Manager)	

**Description of relevant experience:**

C-IV was a large and complex IT system that has been decommissioned and integrated into CalSAWS. It meets the requirements in MQ ME-S43 based on the following criteria defined in the RFP:

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:** C-IV was the largest integrated eligibility system in the United States. 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.

**As the C-IV Release Management Lead, Roger's responsibilities included:**

## PART 2 – M&E RELEASE MANAGER MINIMUM QUALIFICATIONS TABLE

### Project scope

- **Served as the Release Management Lead supervising 40 onshore and off-shore resources (at peak) on C-IV, which was a large and complex IT system in a health and human services project**
- Managed the scheduling, planning, configuration, testing, and deployment of the C-IV software development and delivery process through the different SDLC stages and environments
- Successfully managed, planned, scheduled, controlled, tested, and deployed the software builds for the C-IV application from 2012 to 2015.
- Led the C-IV modernization test effort where the C-IV application was modified to follow a modern new architecture and User Interface. He facilitated weekly meetings with Quality Assurance, Consortium Business Analysts, and Accenture staff to determine the test approach. He led a 40-person team that developed over 20,000 test scripts and identified and re-tested over 1,000 test defects. The release was one of the largest efforts since original C-IV go-live and it was delivered on time with minimal production defects
- Managed the CalHEERS interface testing and releases for C-IV, which had tight timelines, competing resources, and cross system dependencies. This included the CalHEERS eHIT go-live release in 2013, where over 200 source files were modified and the C-IV project had the highest test script execution and passing percentage.
- Maintained the C-IV release schedule and confirmed alignment across key partners and vendors
- Managed the day-to-day activities of the Accenture's release team—a team of 40 Accenture staff to confirm successful testing and deployment of each release
- Coordinates with Consortium Release Manager, Consortium Test Manager, Infrastructure Operations, Test and Application Development Teams to negotiate, create, plan and manage all release activities
- Coordinated release content and effort based on the C-IV backlog and team capacity
- Collaborate with the Test Manager with regard to all testing activities for the C-IV project, including system test environment upgrades, deployments, and modifications

### Quality

- Confirmed standards, peer reviews, and QA methodologies were followed to support CMMI compliance
- Measured and monitored development and testing progress to confirm the C-IV application releases were delivered on time, within budget, and met or exceeded quality controls
- Facilitated the green light release process, included working with the Consortium Project Director, Consortium Managers, and the quality assurance vendor to verify all testing activities were completed
- Managed the Level 3 Help Desk ticket support effort
- Managed risks and resolved issues that affected release scope, schedule, and quality by collaborating with project stakeholders
- Worked with functional leads to resolve complex issues and improve processes and programs within areas of specialization

### Communication

- Collaborated with the Consortium to improve and mature release processes on a regular basis

**PART 2 – M&E RELEASE MANAGER MINIMUM QUALIFICATIONS TABLE**

- Provided weekly release reports and collaborates with Project Management and Consortium Leadership, Project Sponsors and Executive Director at Weekly Project Status Meeting, to communicate status, risks, and issues
- Presented readiness status and issues to Consortium management, Project Steering Committee, project sponsors, and stakeholders
- Identified and proactively brought forward options to provide the highest value to the Consortium

**Readiness**

- Provided oversight, conducted, and supported release readiness reviews and release green light Go/No-Go decisions/presentations
- Led and coordinated activities including the execution of the deployment plans

**Documentation**

- Provided oversight and confirmed the documentation of key information—such as build and release procedures, dependencies, defect fixes, and SCRs—was reflected and documented accurately in the appropriate deliverable
- Verified release notes and training materials were updated and consistent with the evolution of the application

<b>Total Duration of all Projects cited to meet the MQ:</b>	<b>10 years</b>
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### 1.12 M&E PROJECT SCHEDULER STAFF QUALIFICATIONS

M&E PROJECT SCHEDULER			
PART 1 – RÉSUMÉ			
Contractor	Accenture LLP		
Candidate Name	Sean Gardner		
Position in the Company	Delivery Excellence Team Lead	Length of Time in Position	4.5 years
Project Position & Responsibilities	M&E Project Scheduler Project responsibilities will be as defined in RFP section 13.1.3.6.12		
Skills & Qualifications for Project Position	<b>Skills:</b> Sean's skills in project management, schedule management, resource management, data analysis, and data management combine to create the strong organizational foundation needed for a successful Project Scheduler on a large, complex IT system. He collaborates with all organization levels and all functional teams. Sean uses several tools and applications for the development and management of the project work plan for tasks such as project tracking, analysis, reporting, and documentation deliverables, including Gantt charts, Jira, and Microsoft Power BI, Microsoft Excel, Excel Visual Basic for Applications (VBA), Microsoft Project, and Microsoft Project Web App. <b>Qualifications:</b> Sean has accrued 4.7 years of scheduling expertise: first, as a work plan analyst, and then taking on the role of work plan lead in 2020. He has advanced Microsoft skills including nearly five years using Project Web App, Excel, Excel VBA, and Project (Cloud-based Plan 3, 2022 version) on highly complex integrated master schedules and Work Plans for a large and complex IT System Project ( <b>MQ ME-S44: Exceeds</b> ). Sean has 4.5 years of experience managing highly complex, integrated master schedules and Work Plans using industry best practices and standards (e.g., Institute of Electrical and Electronic Engineers, Project Management Body of Knowledge) ( <b>MQ ME-S45: Exceeds</b> ). For two years, Sean has managed the CalSAWS project's highly detailed work plans utilizing project management best practice techniques using Gantt technology tools to incorporate different levels of progress in customized reports ( <b>MQ ME-S46: Meets</b> ). Sean creates staffing forecasts and actuals, budget forecasts and reconciliations against actuals for month-end billing accuracy, and project implementation schedules. He collaborates with team leads to identify integration and coordination points in Accenture Master Work Plans when contractor deliverables create dependencies and develops work plans based on approved system change requests (SCRs).		
Relevant Experience (Add additional tables as needed)			
Project Title	California State Automated Welfare System (CalSAWS)		
Position Title	Work Plan Lead (Equivalent to Project Scheduler)		

M&E PROJECT SCHEDULER				
Begin Date	11/2020	End Date	Ongoing	# of Months
Scope and Description of Responsibility	<p><b>Scope:</b> Sean tracks the CalSAWS project workstreams to confirm work outputs and deliverables are aligned to contracts for the purpose of accurate invoicing/billing. He collaborates with stakeholders on SCRs and manages the approval process for this large and complex IT system. Sean forecasts allocations of available hours against SCRs or open items to confirm contract, budget, and work plan compliance.</p> <p><b>Responsibility:</b> Sean leads the work plan team that supports users' inputs into the work plan and resolves issues that affect contract deliverables, budget, resource conflicts, and other disparities. He creates and updates work plan reports and reports on project delays, risks, and issues that could impact project milestones and scheduled deliverables.</p>			
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Sean coordinates work plan development and scheduling with the Consortium and other CalSAWS contractors in their management of the Master Work Plan. He uses several tools and applications for the development and management of the project work plan for tasks such as project tracking, analysis, reporting, and documentation deliverables including Gantt charts, Power BI, and Jira. He has advanced Microsoft skills including Project, Project Web App, Excel, and Excel VBA.</p> <p><b>Experience Attained:</b> Sean manages the development, maintenance, analysis and reporting of CalSAWS work plans for CalSAWS DD&amp;I, M&amp;E and M&amp;O that capture tasks and work for over 900 personnel, including reconciling budget forecasts against actuals for monthly services invoicing, managing and monitoring the CalSAWS DD&amp;I critical path, creating project implementation schedules, collaborating with team leads to identify integration and coordination points in Accenture master work plans when cross-team and other contractors' deliverables create dependencies, and developing work plans based on approved SCRs and change notices. Sean also manages the development and delivery of the monthly CalSAWS DD&amp;I Migration work plan deliverables.</p>			
Project Title	C-IV Consortium			
Position Title	Work Plan Analyst			
Begin Date	06/2018	End Date	10/2020	# of Months
Scope and Description of Responsibility	<p><b>Scope:</b> Sean tracked the project workstreams for C-IV, a large and complex IT system, to confirm work outputs and deliverables were aligned to contracts for the purpose of accurate invoicing/billing. He collaborated with stakeholders on SCRs and managed the approval process. Sean forecasted allocations of available hours against SCRs or open items to confirm contract, budget, and work plan compliance.</p> <p><b>Responsibility:</b> Sean managed and performed work plan development activities, including tracking, analysis, reporting, and all supporting work plan documentation. He conducted risk analyses and collaborated with team leads to resolve risks and concerns to the C-IV application releases' schedules. He collaborated daily with</p>			

M&E PROJECT SCHEDULER			
	the M&E team and the Consortium to compare status, identify disparities, and provide input to the resolution of potential work plan and resource conflicts.		
Skills Utilized and Experience Attained	<p><b>Skills Utilized:</b> Sean brought advanced Microsoft skills to the C-IV project and used Microsoft Project Professional, Microsoft Project Server, Microsoft Power BI, and Jira to manage the C-IV work plans, perform analysis and reporting of work plans, and create reports and documentation deliverables pertaining to the work plans.</p> <p><b>Experienced Attained:</b> Sean collaborated with team leads across all Accenture functional teams to update resources, tasks, task dates, task budgets, and task dependencies between functional teams, and analyzed and monitored the progress of SCRs, deliverables, and project milestones. Sean also analyzed and performed audits of the work plans to ensure quality and accuracy of the work plans and that the progress of tasks were on track/schedule.</p>		
Education (add rows as needed)			
Years	Course of Study	School	
09/2012 – 12/2017	B.S., Management Information Systems	California State University, Sacramento	
Professional Certifications or Designations (add rows as needed)			
Certification or Designation	Organization	Dates	
Azure Fundamentals (AZ-900)	Microsoft	10/3/2022, Certification: 1402-1756	

PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE			
Minimum Qualification ME-S44	At minimum of three (3) years of experience using Microsoft Project 2013 or later versions to plan, develop, maintain, and report on highly complex integrated master schedules and Work Plans for a large and complex IT System Project.		
Project #1	Contact #1		
Company Name: CalSAWS Consortium	Contact Name: [REDACTED]		
Project Name: CalSAWS	Company Name: [REDACTED]		
Time Period: (Month, Day, Year – Month, Day, Year) November 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]		

**PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE**

Percentage of Time: 100%

Email: [REDACTED]

Staff Role: Work Plan Lead (Equivalent to Project Scheduler)

*Description of relevant experience:*

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

**As the Work Plan Lead, Sean's responsibilities include:**

- Serves as the Work Plan Lead on CalSAWS, which is a large and complex IT system in a health and human services project
- Confirms all deliverables, tasks, milestones, resources, risks, and dependencies (predecessors/successors) are tracked in the Work Plan
- Leads a team of six Work Plan Analysts to develop, maintain, monitor, analyze and update the highly complex integrated master schedules (comprised of over 245 work plans) for the CalSAWS DD&I, M&E and M&O workstreams using Microsoft Project Professional (Cloud-based Plan 3, 2022 version)
- Collaborates with Accenture team leads across all functional areas to coordinate ongoing maintenance of the work plans, including updates to tasks, resource assignments, baseline start and finish dates for tasks, task predecessor and successors (dependencies), task budgets, actual hours worked
- Coordinates the collection of actual hours worked for over 900 Accenture and Accenture subcontractor personnel via the submission of Project Web App weekly timesheets

## PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE

- Coordinates and manages work plan inputs to the appropriate level of detail, incorporating the work breakdown structure prescribed in the CalsAWS Project Control Document's work plan approach and including tasks/review schedules/due dates for contract deliverables and project milestones
- Coordinates the collection and distribution of work plan-related task information, including status, assignments, work completed by staff, and work completed
- Integrated over 12 individual work plans for the CalsAWS DD&I project phases (e.g., application development and test, conversion, etc.) into the Accenture Master CalsAWS Work Plan, identifying integration and coordination points (via task dependencies) between phases and other CalsAWS contractors' tasks and milestones
- Prepares and delivers the monthly CalsAWS DD&I Migration work plan deliverables, which includes reporting on actual hours worked, progress of tasks and project milestones/deliverables, project critical path, earned value metrics such as schedule performance index (SPI) and cost performance index (CPI), status of task dependencies, resource allocations, and master project Gantt chart. All monthly work plan deliverables have been submitted and received Consortium acceptance on time.
- Leads monthly recurring discussions regarding the CalsAWS DD&I Migration work plan deliverables with the Consortium PMO Manager, Consortium PMO Analysts, Quality Assurance Services PMO Lead, and State Independent Verification and Validation (IV&V) representatives
- Manages updates work plans to reflect changes to monthly staff forecasts provided by Accenture team leads
- Oversees the addition of new CalsAWS system change requests (SCRs) and modifications to SCRs (i.e., content revisions) approved by the CalsAWS Change Control Board (CCB) into the CalsAWS work plans
- Oversees the development and maintenance of work plan-related documentation such as process guides and aids used by Accenture Work Plan team personnel, the Accenture functional teams, and other CalsAWS Project personnel
- Collaborate with the CalsAWS Technical Team, Accenture team leads, and Microsoft support to resolve issues related to the work plans and related software tools, as needed

### Risk and Resolution

- Monitors and analyzes work plans to identify risks to project schedules and the CalsAWS DD&I critical path, collaborates with team leads to incorporate risk mitigations and related schedule updates into the work plans
- Manages regular, ongoing audits of work plans to ensure accuracy, such as resource assignments for upcoming tasks, closure of completed tasks, overdue tasks, and overallocated resources

### Reconciliations

- Reconciles actuals from work plans against internal Accenture time reports for services invoicing

### Collaboration

- Collaborates with the M&E team, the Consortium, and the QA Services contractor to compare status, identify disparities, and provide input to the resolution of potential work plan and resource conflicts

**PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE**

- Provided support to the Consortium and the CalsAWS Implementation Support Services contractor for their set-ups of Microsoft Project Server

**Budget**

- Works with team leads to revise staff loading, budgets, and tasks assignments
- Works with the project management office (PMO) to compare forecasts to approved budgets

**Scheduling**

- Manages CalsAWS DD&I Migration Project implementation schedule and key milestones
- Managed the development of work plans for CalsAWS DD&I Project scope – including new work plans for Non-State Forms, Task Management, GA/GR enhancements, Ancillary Systems Conversion, API Management, the CalsAWS Customer Service Center project, and CalsAWS Imaging project – and their integration into the CalsAWS DD&I Master Work Plan and Gantt chart
- Planned and managed the development of new work plans for the CalsAWS M&O Project that commenced in October 2021 following the C-IV Counties' migration to CalsAWS; the CalsAWS M&O work plans capture the tasks, task dates, resource assignments, task dependencies, and milestones all CalsAWS M&E and Technical Infrastructure scope that total about 540,000 hours each State Fiscal Year

**Reports**

- Manages the development of regular weekly, monthly, and as-needed work plan reports via tools such as Microsoft Project, Power BI, and Excel
- Reports on the status of project schedules and risks and issues that may impact the project activities, schedules, and CalsAWS DD&I critical path to Accenture team leads and executives on a weekly basis
- Uses Project Management Body of Knowledge (PMBOK) project management best practice techniques to identify, monitor, and track dependencies, the critical path, and earned value metrics such as SPI and CPI
- Maintains project Gantt chart that integrates the different phases of the CalsAWS DD&I Project and includes the CalsAWS DD&I critical path; generates a Gantt chart report for the monthly CalsAWS DD&I work plan deliverables

Project #2	Contact #2
Company Name: C-IV Consortium	Contact Name: [REDACTED]
Project Name: C-IV	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) June 1, 2018 – October 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Work Plan Analyst	
Description of relevant experience:	

**PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE**

The C-IV project 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 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:** C-IV was the largest integrated eligibility system in the United States. 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.

**As the Work Plan Analyst, Sean's responsibilities included:**

**Work Plan**

- Served as the work plan analyst on the C-IV project, which is a large and complex IT system in a health and human services project
- Confirmed all deliverables, tasks, milestones, resources, risks, and dependencies (predecessors/successors) were tracked in the work plan
- Developed, monitored, analyzed, maintained, and updated over 20 concurrent work plans for C-IV Application Maintenance (M&E), C-IV Technical Infrastructure, and C-IV change order/premise work using Microsoft Project Professional 2018 which captured over 450,000 hours of work each State Fiscal Year
- Collaborated with Accenture team leads across all functional areas to update tasks, resource assignments, baseline start and finish dates for tasks, task predecessor and successors (dependencies), task budgets, actual hours worked
- Coordinated the collection of actual hours worked for over 240 Accenture and Accenture subcontractor personnel via the submission of Project Web App weekly timesheets
- Coordinated and managed work plan inputs to the appropriate level of detail, incorporating the work breakdown structure prescribed in the C-IV Project Control Document's work plan approach and including tasks/review schedules/due dates for contract deliverables and project milestones

## PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE

- Coordinated the collection and distribution of work plan-related task information, including status, assignments, work completed by staff, and work completed
- Integrated individual work plans for each C-IV application release into a master C-IV application work plan that included integration points between child work plans and cross-team task dependencies
- Coordinated the collection and distribution of work plan-related task information including status, assignments, work completed by staff, and work completed
- Updated work plans to reflect changes to monthly staff forecasts provided by Accenture team leads
- Managed the addition of new C-IV SCRs and modifications to SCRs (i.e., content revisions) approved by the C-IV Change Control Board (CCB) into the C-IV Application Maintenance work plans
- Developed and maintained work plan-related documentation such as process guides, FAQ documents, and aids used by Accenture Work Plan team personnel and the Accenture functional teams
- Collaborated with the CalSAWS Technical Team, Accenture team leads, and Microsoft support to resolve issues related to the work plans and related software tools, as needed

### Risk and Resolution

- Monitored and analyzed the C-IV work plans to identify risks to release schedule and project schedules, and collaborated with team leads to incorporate risk mitigations and related schedule updates into the work plans
- Performed regular, ongoing audits of the C-IV work plans to ensure accuracy, such as resource assignments for upcoming tasks, closure of completed tasks, overdue tasks, and overallocated resources

### Reconciliations

- Reconciled over 260,000 hours of actual work from each State Fiscal Year's work plans against internal Accenture time reports for services invoicing
- Collaborated with Accenture personnel to resolve or time reporting discrepancies as needed

### Collaboration

- Collaborated with the Application and Technical team leads to compare status, identify disparities, and provide input to the resolution of potential work plan and resource conflicts for the C-IV work plans
- Conducted orientation sessions for new Accenture project staff on time reporting processes and best practices

### Budgets

- Worked with team leads to revise staff loading, budgets, and adjustments
- Worked with PMO to compare forecasts to approved budgets for C-IV Application Maintenance, Technical Infrastructure and change order/premise work

### Scheduling

**PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE**

- Created implementation schedules/work plans for C-IV application releases and approved SCRs, including incorporation of project milestones

**Reports**

- Planned, designed, and implemented Microsoft Power BI reporting solution that provided additional reporting capabilities for the Accenture Work Plan team and converted all Microsoft Project data extract reports to Power BI
- Used tools such as Microsoft Project, Power BI, and Excel to develop weekly, monthly, and as-needed work plan reports for Accenture team leads and executives' management of the C-IV program. Reports generated included those that reported on project delays, risks, and issues that prevented adherence to scheduled activities
- Created customized solution to track timesheet submissions into Microsoft Project
- Used PMBOK project management best practice techniques to identify, monitor, and track dependencies and project schedules

**Total Duration of all Projects cited to meet the MQ:****4 years, 7 months****Minimum Qualification ME-\$45**

A minimum of two (2) years of experience managing highly complex, integrated master schedules and Work Plans using industry best practices and standards (e.g., Institute of Electrical and Electronic Engineers, Project Management Body of Knowledge, and/or Software Engineering Institute).

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

Company Name: CalSAWS Consortium

Contact Name: [REDACTED]

Project Name: CalSAWS

Company Name: [REDACTED]

Time Period: (Month, Day, Year – Month, Day, Year)  
November 1, 2020 – January 4, 2023 (Ongoing)

Phone Number: [REDACTED]

Percentage of Time: 100%

Email: [REDACTED]

Staff Role: Work Plan Lead

*Description of relevant experience:***As the Work Plan Lead, Sean's responsibilities include:****Work Plan**

- Serves as the Work Plan Lead on CalSAWS, which is a large and complex IT system in a health and human services project
- Confirms all deliverables, tasks, milestones, resources, risks, and dependencies (predecessors/successors) are tracked in the Work Plan
- Leads a team of six Work Plan Analysts to develop, maintain, monitor, analyze and update the highly complex integrated master schedules (comprised of over 245 work plans) for the CalSAWS DD&I, M&E and M&O workstreams using Microsoft Project Professional (Cloud-based Plan 3, 2022 version)

## PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE

- Collaborates with Accenture team leads across all functional areas to coordinate ongoing maintenance of the work plans, including updates to tasks, resource assignments, baseline start and finish dates for tasks, task predecessor and successors (dependencies), task budgets, actual hours worked
  - Coordinates the collection of actual hours worked for over 900 Accenture and Accenture subcontractor personnel via the submission of Project Web App weekly timesheets
  - Coordinates and manages work plan inputs to the appropriate level of detail, incorporating the work breakdown structure prescribed in the CalsAWS Project Control Document's work plan approach and including tasks/review schedules/due dates for contract deliverables and project milestones
  - Coordinates the collection and distribution of work plan-related task information, including status, assignments, work completed by staff, and work completed
  - Integrated over 12 individual work plans for the CalsAWS DD&I project phases (e.g., application development and test, conversion, etc.) into the Accenture Master CalsAWS Work Plan, identifying integration and coordination points (via task dependencies) between phases and other CalsAWS contractors' tasks and milestones
  - **Prepares and delivers the monthly CalsAWS DD&I Migration work plan deliverables, which includes reporting on actual hours worked, progress of tasks and project milestones/deliverables, project critical path, earned value metrics such as schedule performance index (SPI) and cost performance index (CPI), status of task dependencies, resource allocations, and master project Gantt chart. All monthly work plan deliverables have been submitted and received Consortium acceptance on time.**
  - Leads monthly recurring discussions regarding the CalsAWS DD&I Migration work plan deliverables with the Consortium PMO Manager, Consortium PMO Analysts, Quality Assurance Services PMO Lead, and State Independent Verification and Validation (IV&V) representatives
  - Manages updates work plans to reflect changes to monthly staff forecasts provided by Accenture team leads
  - Oversees the addition of new CalsAWS system change requests (SCRs) and modifications to SCRs (i.e., content revisions) approved by the CalsAWS Change Control Board (CCB) into the CalsAWS work plans
  - Oversees the development and maintenance of work plan-related documentation such as process guides and aids used by Accenture Work Plan team personnel, the Accenture functional teams, and other CalsAWS Project personnel
  - Collaborate with the CalsAWS Technical Team, Accenture team leads, and Microsoft support to resolve issues related to the work plans and related software tools, as needed
- Risk and Resolution**
- Monitors and analyzes work plans to identify risks to project schedules and the CalsAWS DD&I critical path, collaborates with team leads to incorporate risk mitigations and related schedule updates into the work plans
  - Manages regular, ongoing audits of work plans to ensure accuracy, such as resource assignments for upcoming tasks, closure of completed tasks, overdue tasks, and overallocated resources
- Reconciliations**
- Reconciles actuals from work plans against internal Accenture time reports for services invoicing

**PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE****Collaboration**

- Collaborates with the M&E team, the Consortium, and the QA Services contractor to compare status, identify disparities, and provide input to the resolution of potential work plan and resource conflicts
- Provided support to the Consortium and the CalsAWS Implementation Support Services contractor for their set-ups of Microsoft Project Server

**Budget**

- Works with team leads to revise staff loading, budgets, and tasks assignments
- Works with the project management office (PMO) to compare forecasts to approved budgets

**Scheduling**

- Manages CalsAWS DD&I Migration Project implementation schedule and key milestones
- Managed the development of work plans for CalsAWS DD&I Project scope – including new work plans for Non-State Forms, Task Management, GA/GR enhancements, Ancillary Systems Conversion, API Management, the CalsAWS Customer Service Center project, and CalsAWS Imaging project – and their integration into the CalsAWS DD&I Master Work Plan and Gantt chart
- Planned and managed the development of new work plans for the CalsAWS M&O Project that commenced in October 2021 following the C-IV Counties' migration to CalsAWS; the CalsAWS M&O work plans capture the tasks, task dates, resource assignments, task dependencies, and milestones all CalsAWS M&E and Technical Infrastructure scope that total about 540,000 hours each State Fiscal Year

**Reports**

- Manages the development of regular weekly, monthly, and as-needed work plan reports via tools such as Microsoft Project, Power BI, and Excel
- Reports on the status of project schedules and risks and issues that may impact the project activities, schedules, and CalsAWS DD&I critical path to Accenture team leads and executives on a weekly basis
- **Uses Project Management Body of Knowledge (PMBOK) project management best practice techniques to identify, monitor, and track dependencies, the critical path, and earned value metrics such as SPI and CPI**
- Maintains project Gantt chart that integrates the different phases of the CalsAWS DD&I Project and includes the CalsAWS DD&I critical path; generates a Gantt chart report for the monthly CalsAWS DD&I work plan deliverables

Project #1	Contact #2
Company Name: C-IV Consortium	Contact Name: [REDACTED]
Project Name: C-IV	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) June 1, 2018 – October 31, 2020	Phone Number: [REDACTED]

## PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE

Percentage of Time: 100%

Email: [REDACTED]

Staff Role: Work Plan Analyst

*Description of relevant experience:*

### As the Work Plan Analyst, Sean's responsibilities included:

#### Work Plan

- Served as the work plan analyst on the C-IV project, which is a large and complex IT system in a health and human services project
- Confirmed all deliverables, tasks, milestones, resources, risks, and dependencies (predecessors/successors) were tracked in the work plan
- Developed, monitored, analyzed, maintained, and updated over 20 concurrent work plans for C-IV Application Maintenance (M&E), C-IV Technical Infrastructure, and C-IV change order/premise work using Microsoft Project Professional 2018 which captured over 450,000 hours of work each State Fiscal Year
- Collaborated with Accenture team leads across all functional areas to update tasks, resource assignments, baseline start and finish dates for tasks, task predecessor and successors (dependencies), task budgets, actual hours worked
- Coordinated the collection of actual hours worked for over 240 Accenture and Accenture subcontractor personnel via the submission of Project Web App weekly timesheets
- Coordinated and managed work plan inputs to the appropriate level of detail, incorporating the work breakdown structure prescribed in the C-IV Project Control Document's work plan approach and including tasks/review schedules/due dates for contract deliverables and project milestones
- Coordinated the collection and distribution of work plan-related task information, including status, assignments, work completed by staff, and work completed
- Integrated individual work plans for each C-IV application release into a master C-IV application work plan that included integration points between child work plans and cross-team task dependencies
- Coordinated the collection and distribution of work plan-related task information including status, assignments, work completed by staff, and work completed
- Updated work plans to reflect changes to monthly staff forecasts provided by Accenture team leads
- Managed the addition of new C-IV SCRs and modifications to SCRs (i.e., content revisions) approved by the C-IV Change Control Board (CCB) into the C-IV Application Maintenance work plans
- Developed and maintained work plan-related documentation such as process guides, FAQ documents, and aids used by Accenture Work Plan team personnel and the Accenture functional teams
- Collaborated with the CalSAWS Technical Team, Accenture team leads, and Microsoft support to resolve issues related to the work plans and related software tools, as needed

#### Risk and Resolution

## PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE

- Monitored and analyzed the C-IV work plans to identify risks to release schedule and project schedules, and collaborated with team leads to incorporate risk mitigations and related schedule updates into the work plans
- Performed regular, ongoing audits of the C-IV work plans to ensure accuracy, such as resource assignments for upcoming tasks, closure of completed tasks, overdue tasks, and overallocated resources

### Reconciliations

- Reconciled over 260,000 hours of actual work from each State Fiscal Year's work plans against internal Accenture time reports for services invoicing
- Collaborated with Accenture personnel to resolve or time reporting discrepancies as needed

### Collaboration

- Collaborated with the Application and Technical team leads to compare status, identify disparities, and provide input to the resolution of potential work plan and resource conflicts for the C-IV work plans
- Conducted orientation sessions for new Accenture project staff on time reporting processes and best practices

### Budgets

- Worked with team leads to revise staff loading, budgets, and adjustments
- Worked with PMO to compare forecasts to approved budgets for C-IV Application Maintenance, Technical Infrastructure and change order/premise work

### Scheduling

- Created implementation schedules/work plans for C-IV application releases and approved SCRs, including incorporation of project milestones

### Reports

- Planned, designed, and implemented Microsoft Power BI reporting solution that provided additional reporting capabilities for the Accenture Work Plan team and converted all Microsoft Project data extract reports to Power BI
- Used tools such as Microsoft Project, Power BI, and Excel to develop weekly, monthly, and as-needed work plan reports for Accenture team leads and executives' management of the C-IV program. Reports generated included those that reported on project delays, risks, and issues that prevented adherence to scheduled activities
- Created customized solution to track timesheet submissions into Microsoft Project
- Used PMBOK project management best practice techniques to identify, monitor, and track dependencies and project schedules

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

4 years, 7 months

Minimum  
Qualification ME-  
S46

A minimum of two (2) years of experience with integrated and highly detailed Work Plans, utilizing Project management best practice techniques and one or more of the following technology tools to incorporate different levels of progress in customized reports: Gantt, PERT, or milestone charts.

**PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE**

<b>Project #1</b>	<b>Contact #1</b>
Company Name: CalSAWS Consortium	Contact Name: [REDACTED]
Project Name: CalSAWS	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) November 1, 2020 – January 4, 2023 (Ongoing)	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Work Plan Lead	

*Description of relevant experience:*

**As the Work Plan Lead, Sean's responsibilities include:**

#### **Work Plan**

- Serves as the Work Plan Lead on CalSAWS, which is a large and complex IT system in a health and human services project
- Confirms all deliverables, tasks, milestones, resources, risks, and dependencies (predecessors/successors) are tracked in the Work Plan
- Leads a team of six Work Plan Analysts to develop, maintain, monitor, analyze and update the highly complex integrated master schedules (comprised of over 245 work plans) for the CalSAWS DD&I, M&E and M&O workstreams using Microsoft Project Professional (Cloud-based Plan 3, 2022 version)
- Collaborates with Accenture team leads across all functional areas to coordinate ongoing maintenance of the work plans, including updates to tasks, resource assignments, baseline start and finish dates for tasks, task predecessor and successors (dependencies), task budgets, actual hours worked
- Coordinates the collection of actual hours worked for over 900 Accenture and Accenture subcontractor personnel via the submission of Project Web App weekly timesheets
- Coordinates and manages work plan inputs to the appropriate level of detail, incorporating the work breakdown structure prescribed in the CalSAWS Project Control Document's work plan approach and including tasks/review schedules/due dates for contract deliverables and project milestones
- Coordinates the collection and distribution of work plan-related task information, including status, assignments, work completed by staff, and work completed
- Integrated over 12 individual work plans for the CalSAWS DD&I project phases (e.g., application development and test, conversion, etc.) into the Accenture Master CalSAWS Work Plan, identifying integration and coordination points (via task dependencies) between phases and other CalSAWS contractors' tasks and milestones
- Prepares and delivers the monthly CalSAWS DD&I Migration work plan deliverables, which includes reporting on actual hours worked, progress of tasks and project milestones/deliverables, project critical path, earned value metrics such as schedule performance index (SPI)

## PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE

and cost performance index (CPI), status of task dependencies, resource allocations, and master project Gantt chart. All monthly work plan deliverables have been submitted and received Consortium acceptance on time.

- Leads monthly recurring discussions regarding the CalsAWS DD&I Migration work plan deliverables with the Consortium PMO Manager, Consortium PMO Analysts, Quality Assurance Services PMO Lead, and State Independent Verification and Validation (IV&V) representatives
- Manages updates work plans to reflect changes to monthly staff forecasts provided by Accenture team leads
- Oversees the addition of new CalsAWS system change requests (SCRs) and modifications to SCRs (i.e., content revisions) approved by the CalsAWS Change Control Board (CCB) into the CalsAWS work plans
- Oversees the development and maintenance of work plan-related documentation such as process guides and aids used by Accenture Work Plan team personnel, the Accenture functional teams, and other CalsAWS Project personnel
- Collaborate with the CalsAWS Technical Team, Accenture team leads, and Microsoft support to resolve issues related to the work plans and related software tools, as needed

### Risk and Resolution

- Monitors and analyzes work plans to identify risks to project schedules and the CalsAWS DD&I critical path, collaborates with team leads to incorporate risk mitigations and related schedule updates into the work plans
- Manages regular, ongoing audits of work plans to ensure accuracy, such as resource assignments for upcoming tasks, closure of completed tasks, overdue tasks, and overallocated resources

### Reconciliations

- Reconciles actuals from work plans against internal Accenture time reports for services invoicing

### Collaboration

- Collaborates with the M&E team, the Consortium, and the QA Services contractor to compare status, identify disparities, and provide input to the resolution of potential work plan and resource conflicts
- Provided support to the Consortium and the CalsAWS Implementation Support Services contractor for their set-ups of Microsoft Project Server

### Budget

- Works with team leads to revise staff loading, budgets, and tasks assignments
- Works with the project management office (PMO) to compare forecasts to approved budgets

### Scheduling

- Manages CalsAWS DD&I Migration Project implementation schedule and key milestones
- **Managed the development of work plans for CalsAWS DD&I Project scope – including new work plans for Non-State Forms, Task Management, GA/GR enhancements, Ancillary Systems Conversion, API Management, the CalsAWS Customer Service Center project, and CalsAWS Imaging project – and their integration into the CalsAWS DD&I Master Work Plan and Gantt chart**

**PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE**

- Planned and managed the development of new work plans for the CalsAWS M&O Project that commenced in October 2021 following the C-IV Counties' migration to CalsAWS; the CalsAWS M&O work plans capture the tasks, task dates, resource assignments, task dependencies, and milestones all CalsAWS M&E and Technical Infrastructure scope that total about 540,000 hours each State Fiscal Year

**Reports**

- Manages the development of custom regular weekly, monthly, and as-needed work plan reports via tools such as Microsoft Project, Power BI, and Excel.
- Reports on the status of project schedules and risks and issues that may impact the project activities, schedules, and CalsAWS DD&I critical path to Accenture team leads and executives on a weekly basis
- Uses Project Management Body of Knowledge (PMBOK) project management best practice techniques to identify, monitor, and track dependencies, the critical path, and earned value metrics such as SPI and CPI
- Uses Microsoft Project to maintain the project Gantt chart that integrates the different phases of the CalsAWS DD&I Project and includes the CalsAWS DD&I critical path; generates a Gantt chart report for the monthly CalsAWS DD&I work plan deliverables that can be modified to show different views of tasks and milestones and their progress**

Project #2	Contact #2
Company Name: C-IV Consortium	Contact Name: [REDACTED]
Project Name: C-IV	Company Name: [REDACTED]
Time Period: (Month, Day, Year – Month, Day, Year) June 1, 2018 – October 31, 2020	Phone Number: [REDACTED]
Percentage of Time: 100%	Email: [REDACTED]
Staff Role: Work Plan Analyst	
Description of relevant experience:	
<p><b>As the Work Plan Analyst, Sean's responsibilities included:</b></p> <ul style="list-style-type: none"> <li>Served as the work plan analyst on the C-IV project, which is a large and complex IT system in a health and human services project</li> <li>Confirmed all deliverables, tasks, milestones, resources, risks, and dependencies (predecessors/successors) were tracked in the work plan</li> <li>Developed, monitored, analyzed, maintained, and updated over 20 concurrent work plans for C-IV Application Maintenance (M&amp;E), C-IV Technical Infrastructure, and C-IV change order/premise work using Microsoft Project Professional 2018 which captured over 450,000 hours of work each State Fiscal Year</li> <li>Used tools such as Microsoft Project, Power BI, and Excel to develop custom weekly, monthly, and as-needed work plan reports for Accenture team leads and executives' management of the C-IV program. Reports generated included project Gantt charts, project milestone reports, and risks and issues that impacted adherence to scheduled activities.</li> </ul>	

## PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE

- Collaborated with Accenture team leads across all functional areas to update tasks, resource assignments, baseline start and finish dates for tasks, task predecessor and successors (dependencies), task budgets, actual hours worked
- Coordinated the collection of actual hours worked for over 240 Accenture and Accenture subcontractor personnel via the submission of Project Web App weekly timesheets
- Coordinated and managed work plan inputs to the appropriate level of detail, incorporating the work breakdown structure prescribed in the C-IV Project Control Document's work plan approach and including tasks/review schedules/due dates for contract deliverables and project milestones
- Coordinated the collection and distribution of work plan-related task information, including status, assignments, work completed by staff, and work completed
- Integrated individual work plans for each C-IV application release into a master C-IV application work plan that included integration points between child work plans and cross-team task dependencies
- Coordinated the collection and distribution of work plan-related task information including status, assignments, work completed by staff, and work completed
- Updated work plans to reflect changes to monthly staff forecasts provided by Accenture team leads
- Managed the addition of new C-IV SCRs and modifications to SCRs (i.e., content revisions) approved by the C-IV Change Control Board (CCB) into the C-IV Application Maintenance work plans
- Developed and maintained work plan-related documentation such as process guides, FAQ documents, and aids used by Accenture Work Plan team personnel and the Accenture functional teams
- Collaborated with the CalSAWS Technical Team, Accenture team leads, and Microsoft support to resolve issues related to the work plans and related software tools, as needed

### Risk and Resolution

- Monitored and analyzed the C-IV work plans to identify risks to release schedule and project schedules, and collaborated with team leads to incorporate risk mitigations and related schedule updates into the work plans
- Performed regular, ongoing audits of the C-IV work plans to ensure accuracy, such as resource assignments for upcoming tasks, closure of completed tasks, overdue tasks, and overallocated resources

### Reconciliations

- Reconciled over 260,000 hours of actual work from each State Fiscal Year's work plans against internal Accenture time reports for services invoicing
- Collaborated with Accenture personnel to resolve or time reporting discrepancies as needed

### Collaboration

- Collaborated with the Application and Technical team leads to compare status, identify disparities, and provide input to the resolution of potential work plan and resource conflicts for the C-IV work plans

**PART 2 – M&E PROJECT SCHEDULER MINIMUM QUALIFICATIONS TABLE**

- Conducted orientation sessions for new Accenture project staff on time reporting processes and best practices

**Budgets**

- Worked with team leads to revise staff loading, budgets, and adjustments
- Worked with PMO to compare forecasts to approved budgets for C-IV Application Maintenance, Technical Infrastructure and change order/premise work

**Scheduling**

- Created implementation schedules/work plans for C-IV application releases and approved SCRs, including incorporation of project milestones

**Reports**

- Planned, designed, and implemented Microsoft Power BI reporting solution that provided additional reporting capabilities for the Accenture Work Plan team and converted all Microsoft Project data extract reports to Power BI
- Created customized solution to track timesheet submissions into Microsoft Project
- Used PMBOK project management best practice techniques to identify, monitor, and track dependencies and project schedules

**Total Duration of all Projects cited to meet the MQ:****4 years, 7 months**



## Gardner, Sean

(Legal name: Sean S Gardner)

has successfully achieved the certification

### Microsoft Certified: Azure Fundamentals

Date of achievement: September 3, 2022

Certification Number: I402-1756

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

Satya Narayana Nadella

### Attachment B10 - M&E Key Staff Qualifications, Part 3

**Instructions:**

This workbook contains a tab for each M&E Key Staff position:

1. M&E Project Manager
2. M&E Project Management Office Lead
3. M&E Delivery Integration Office Manager
4. M&E Transition Manager
5. M&E Innovation Lead
6. M&E Enterprise Architect
7. M&E Technical Manager
8. M&E Application Manager
9. M&E Security Manager
10. M&E Test Manager
11. M&E Release Manager
12. M&E Project Scheduler

For each mandatory qualification, identify the name of the Project that meets the MQ, start and end dates, percentage of time on the Project (100%, 50%, etc.) and the total duration in months.

The information contained in this table should summarize the details provided in Part 2 – Staff Minimum Qualifications Table.

Proposed Staff may not cite full-time experience gained working simultaneously on multiple Projects, i.e., percentage of time cannot exceed 100% for any given period.

Column G, Duration in Months (% Applied) contains a formula. Do not enter any data into Column G.

PART 3 – M&E PROJECT MANAGER MINIMUM QUALIFICATIONS SUMMARY TABLE					
M&E Project Manager Name: Lisa Salas					
Minimum Qualification ME-S3	A minimum of three (3) years of experience within the past ten (10) years, on a large and complex IT health and human services or health care system that is in production.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	10/1/2021	1/4/2023 (Ongoing)	100%	15.0	15.0
C-IV	9/1/2016	9/30/2021	100%	61.0	61.0
C-IV	8/1/2010 (for experience calculation, the start date is considered as 1/4/2013)	8/31/2016	100%	44.0	44.0
Totals				120.0	120.0
Minimum Qualification ME-S4	A minimum of five (5) years of experience as a Project Manager or Project Director within the past (10) years being directly responsible for activities in the following Project Management knowledge areas: scope, time, cost, human resource, risk, quality, integration, and communication.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
C-IV	9/1/2016	9/30/2021	100%	61.0	61.0
					0.0
					0.0
Totals				61.0	61.0
Minimum Qualification ME-S5	A minimum of five (5) years of experience within the past ten (10) years, supervising teams of 50 people or greater on Projects that involved large and complex IT systems.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	10/1/2021	1/4/2023 (Ongoing)	100%	15.0	15.0
C-IV	9/1/2016	9/30/2021	100%	61.0	61.0
C-IV	8/1/2010 (for experience calculation, the start date is considered as 1/4/2013)	8/31/2016	100%	44.0	44.0
Totals				120.0	120.0
Minimum Qualification ME-S6	A minimum of five (5) years of experience within the past ten (10) years building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, ensuring client is aware of progress/service status; and building credibility and fostering business-partnering relationships.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	10/1/2021	1/4/2023 (Ongoing)	100%	15.0	15.0
C-IV	9/1/2016	9/30/2021	100%	61.0	61.0
C-IV	8/1/2010 (for experience calculation, the start date is considered as 1/4/2013)	8/31/2016	100%	44.0	44.0
Totals				120.0	120.0
Minimum Qualification ME-S7	Possess and maintain a valid Project Management Institute (PMI) certification throughout the term of this agreement.				
Certification/Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link, if not available attach a copy	
Project Management Professional (PMP)	3308399	9/6/2022	9/6/2025	<a href="https://www.pmi.org/certifications/certification-resources/registry">https://www.pmi.org/certifications/certification-resources/registry</a>	

PART 3 – M&E PROJECT MANAGEMENT OFFICE LEAD MINIMUM QUALIFICATIONS SUMMARY TABLE					
M&O PMO Lead Name: Lulu Fou					
Minimum Qualification ME-S8	A minimum of three (3) years of experience within the past five (5) year leading a PMO in a corporate systems integration organization, Federal, State, County, or Consortium organization.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	3/4/2019	1/4/2023 (Ongoing)	100%	46.0	46.0
LEADER Replacement System (LRS)	11/7/2012 (for experience calculation, the start date is considered as 1/4/2018)	3/3/2019	100%	14.0	14.0
					0.0
Totals				60.0	60.0
Minimum Qualification ME-S9	A minimum of three (3) years of experience directly responsible for supporting activities in the following Project Management knowledge areas: scope, time, cost, human resource, risk, quality, integration and communication.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	3/4/2019	1/4/2023 (Ongoing)	100%	46.0	46.0
LEADER Replacement System (LRS)	11/7/2012	3/3/2019	100%	75.8	75.8
					0.0
Totals				121.8	121.8
Minimum Qualification ME-S10	Possess and maintain a valid Project Management Institute (PMI) certification throughout the term of this agreement.				
Certification/Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link, If not available attach a copy	
Project Management Professional (PMP)	1351707	8/6/2010	8/6/2025	<a href="https://www.pmi.org/certifications/cert">https://www.pmi.org/certifications/cert</a>	

**PART 3 – M&E DELIVERY INTEGRATION OFFICE MANAGER MINIMUM QUALIFICATIONS SUMMARY TABLE**
**Delivery Integration Office Manager Name: James Gnesda**
**Minimum Qualification I-S11** A minimum of two (2) years of experience coordinating multidisciplinary teams over various functional and technical areas in a leadership capacity on a Projects that involved large and complex IT systems.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months
CDPH Vaccine Management	12/1/2020	1/4/2023 (Ongoing)	100%	25.0	25.0
CalHEERS	6/1/2012	4/22/2020	100%	94.7	94.7
					0.0
Totals				119.7	119.7

**Minimum Qualification I-S12** A minimum of two (2) years of experience coordinating integration services on a Project similar in size and scale to the CalSAWS.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months
CDPH Vaccine Management	12/1/2020	1/4/2023 (Ongoing)	100%	25.0	25.0
CalHEERS	6/1/2012	4/22/2020	100%	94.7	94.7
					0.0
Totals				119.7	119.7

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

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months
CDPH Vaccine Management	12/1/2020	1/4/2023 (Ongoing)	100%	25.0	25.0
CalHEERS	6/1/2012	4/22/2020	100%	94.7	94.7
					0.0
Totals				119.7	119.7

**Minimum Qualification I-S14** A minimum of five (5) years of experience within the past ten (10) years building and maintaining strong working relationships with clients and key internal and external stakeholders; conveying relevant information to an executive-level audience, ensuring client is aware of progress/service status; and building credibility and fostering business-partnering relationships.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months
CDPH Vaccine Management	12/1/2020	1/4/2023 (Ongoing)	100%	25.0	25.0
CalHEERS	6/1/2012 (for experience calculation, the start date is considered as 1/4/2013)	4/22/2020	100%	87.6	87.6
					0.0
Totals				112.6	112.6

**PART 3 – M&E TRANSITION MANAGER MINIMUM QUALIFICATIONS SUMMARY TABLE****Transition Manager Name: Rick Costa**

Minimum Qualification ME-S15	A minimum of 18 months of experience within the past ten (10) years, performing operational transition activities on Projects involving large and complex IT systems.
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Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months
OhioHealth IT Outsourcing (ITO) project	3/1/2022	1/3/2023	100%	10.0	10.0
	4/1/2019	2/28/2020	100%	11.0	11.0
The Nature's Bounty Company - IT Outsourcing	8/1/2017	3/31/2018	100%	8.0	8.0
			Totals	29.0	29.0

Minimum Qualification ME-S16	Experience within the past ten (10) years, managing the successful transition of large and complex IT systems from one (1) company or contract to another on at least two (2) separate Projects. The Transition Manager's experience will have been for a minimum duration of three (3) months for each Project.
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Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months
OhioHealth IT Outsourcing (ITO) project	3/1/2022	1/3/2023	100%	10.0	10.0
	4/1/2019	2/28/2020	100%	11.0	11.0
The Nature's Bounty Company - IT Outsourcing	8/1/2017	3/31/2018	100%	8.0	8.0
			Totals	29.0	29.0

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**PART 3 – M&E INNOVATION LEAD MINIMUM QUALIFICATIONS SUMMARY TABLE**
**Innovation Lead Name: John Dray**
**Minimum Qualification ME-S17** A minimum of five (5) years of experience working in a leadership capacity on a health and human or health care Project involving large and complex IT systems

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS Project	2/1/2010	1/4/2023 (Ongoing)	100%	155.0	155.0
					0.0
					0.0
Totals				155.0	155.0

**Minimum Qualification ME-S18** A minimum of five (5) years of experience working in a technical capacity responsible for evaluating technology improvements and innovations.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS Project	2/1/2010	1/4/2023 (Ongoing)	100%	155.0	155.0
					0.0
					0.0
Totals				155.0	155.0

**Minimum Qualification ME-S19** A minimum of two (2) years of experience developing and delivering technology Proofs of Concept or Pilot Projects.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS Project	2/1/2010	1/4/2023 (Ongoing)	100%	155.0	155.0
					0.0
					0.0
Totals				155.0	155.0

PART 3 – M&E ENTERPRISE ARCHITECT QUALIFICATIONS SUMMARY TABLE						
Enterprise Architect Name: Luz Esparza						
Minimum Qualification ME-S20		A minimum of five (5) years of experience within the past ten (10) years as an Enterprise Architect on Projects involving large and complex IT systems.				
Project		Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS/LRS		3/4/2019	1/4/2023 (Ongoing)	100%	46.0	46.0
LEADER Replacement System (LRS)		11/1/2016	3/3/2019	100%	28.0	28.0
		12/1/2012 (for experience calculation, the start date is considered as 1/4/2013)	3/1/2016	100%	38.0	38.0
						0.0
Totals					112.0	112.0
Minimum Qualification ME-S21		A minimum of five (5) years of experience within the past ten (10) years in architecting and building high performance systems and/or in architecting and building enterprise-scale, distributed systems on Projects involving large and complex IT systems; a portion of this experience must have been with human services systems and programs.				
Project		Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS/LRS		11/1/2016	1/4/2023 (Ongoing)	100%	46.0	46.0
LEADER Replacement System (LRS)		11/1/2016	3/3/2019	100%	28.0	28.0
		12/1/2012 (for experience calculation, the start date is considered as 1/4/2013)	3/1/2016	100%	38.0	38.0
						0.0
Totals					112.0	112.0
Minimum Qualification ME-S22		A minimum of five (5) years of experience within the past ten (10) years of advanced technical expertise in at least five (5) of the following technologies and technical/architecture areas: •Web and Application Servers •Cloud •Customer Relationship Management (CRM) •Customized Off-the-shelf Software (COTS) •Service Oriented Architecture (SOA) •Modeling skills/Unified Modeling Language (UML) •SharePoint, Data Architecture •Data Warehousing •Security/Identity Management •Mobile •Desktop/Client Server •Network solutions				
Project		Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS/LRS		11/1/2016	1/4/2023 (Ongoing)	100%	46.0	46.0
LEADER Replacement System (LRS)		11/1/2016	3/3/2019	100%	28.0	28.0
		12/1/2012 (for experience calculation, the start date is considered as 1/4/2013)	3/1/2016	100%	38.0	38.0
						0.0
Totals					112.0	112.0
Minimum Qualification ME-S23		Hold and maintain for the duration of the contract a current certification: AWS Certified Solutions Architect.				
Certification/Degree Title		Certification Number	Original Grant Date	Expiration Date	Online Validation Link, if not available attach a copy	
AWS Certified Cloud Practitioner		MT0RLXVJDN1QQB9L	2/20/2021	2/20/2024	<a href="http://aws.amazon.com/verification">http://aws.amazon.com/verification</a>	
AWS Certified Solutions Architect		T3R2HK7C5BBEQCW5	12/2/2022	12/2/2025	<a href="https://aw.certmetrics.com/amazon/public/verification.aspx">https://aw.certmetrics.com/amazon/public/verification.aspx</a>	

**PART 3 – M&E TECHNICAL MANAGER MINIMUM QUALIFICATIONS SUMMARY TABLE**
**Technical Manager Name: Jonathan (Jon) Seltzer**

Minimum Qualification ME-S24 A minimum of five (5) years of experience within the past ten (10) years, managing a technical team of at least 20 members on a large and complex IT systems development Project.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalHEERS	5/1/2013	7/31/2020	100%	87.0	87.0
					0.0
Totals				87.0	87.0

Minimum Qualification ME-S25 A minimum of five (5) years of experience within the past ten (10) years, managing the system development life cycle (SDLC) on maintenance and enhancement Projects that involved large and complex IT systems.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalHEERS	5/1/2013	7/31/2020	100%	87.0	87.0
					0.0
Totals				87.0	87.0

Minimum Qualification ME-S26 A minimum of five (5) years of experience within the past ten (10) years in the development, implementation, and management of information technology systems, including Oracle technologies, cloud architectures, business systems, server technologies, and communication technologies.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalHEERS	5/1/2013	7/31/2020	100%	87.0	87.0
					0.0
Totals				87.0	87.0

Minimum Qualification ME-S27 A minimum of one (1) year of experience within the past ten (10) years, on a large and complex IT System using Information Technology Infrastructure Library (ITIL) standards and framework.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalHEERS	5/1/2013	7/31/2020	100%	87.0	87.0
					0.0
Totals				87.0	87.0

**PART 3 – M&E APPLICATION MANAGER MINIMUM QUALIFICATIONS SUMMARY TABLE**
**Application Manager Name: Vivek Narayanaswamy**

Minimum Qualification ME-S28	A minimum of five (5) years of experience within the past ten (10) years, as the application manager or lead on Projects involving large and complex IT systems in a health and human services or health care services Project.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	3/4/2019	1/4/2023 (Ongoing)	100%	46.0	46.0
LEADER Replacement System (LRS)	4/1/2014	3/3/2019	100%	59.0	59.0
LEADER	1/1/2005 (for experience calculation, the start date is considered as 1/4/2013)	3/31/2014	100%	15.0	15.0
					0.0
Totals				120.0	120.0
Minimum Qualification ME-S29	A minimum of five (5) years of experience within the past ten (10) years, managing a SDLC, including business and system requirement specification, design, development, testing, and implementation, on Projects involving large and complex IT systems.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	3/4/2019	1/4/2023 (Ongoing)	100%	46.0	46.0
LEADER Replacement System (LRS)	4/1/2014	3/3/2019	100%	59.0	59.0
LEADER	1/1/2005 (for experience calculation, the start date is considered as 1/4/2013)	3/31/2014	100%	15.0	15.0
					0.0
Totals				120.0	120.0
Minimum Qualification ME-S30	A minimum of three (3) years of experience applying UCD processes and User Experience (UX) activities (such as usability reviews, studies, and testing) on IT Projects.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	3/4/2019	1/4/2023 (Ongoing)	100%	46.0	46.0
LEADER Replacement System (LRS)	4/1/2014	3/3/2019	100%	59.0	59.0
LEADER	1/1/2005	3/31/2014	100%	111.0	111.0
					0.0
Totals				216.0	216.0

PART 3 – M&E SECURITY MANAGER MINIMUM QUALIFICATIONS SUMMARY TABLE					
Security Manager Name: Benjamin (Ben) Troglia					
Minimum Qualification ME-S31	A minimum of five (5) years of experience as a Security Lead directly responsible for collaborating with application development teams, technical architects, and security policy experts to define and/or implement an integrated framework of solution security architecture.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
California Department of Public Health - CalCONNECT	9/7/2022	1/4/2023 (Ongoing)	33%	3.9	1.3
	12/14/2020	9/6/2022	50%	20.8	10.4
	6/1/2020	12/13/2020	100%	6.4	6.4
California Department of Public Health - Vaccine Management Program	9/7/2022	1/4/2023 (Ongoing)	33%	3.9	1.3
	saha	9/6/2022	50%	20.8	10.4
CalHEERS	3/1/2014	5/31/2020	100%	75.0	75.0
Totals				130.8	104.8
Minimum Qualification ME-S32	A minimum of five (5) years of lead experience within the past ten (10) years developing, implementing, improving, and monitoring industry standard Security strategies, solutions, and processes on Projects involving large and complex IT systems and AWS cloud environment.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
California Department of Public Health - CalCONNECT	9/7/2022	1/4/2023 (Ongoing)	33%	3.9	1.3
	12/14/2020	9/6/2022	50%	20.8	10.4
	6/1/2020	12/13/2020	100%	6.4	6.4
California Department of Public Health - Vaccine Management Program	9/7/2022	1/4/2023 (Ongoing)	33%	3.9	1.3
	12/14/2020	9/6/2022	50%	20.8	10.4
CalHEERS	3/1/2014	5/31/2020	100%	75.0	75.0
Totals				130.8	104.8
Minimum Qualification ME-S33	A minimum of five (5) years of experience within the past ten (10) years applying Information Security principles, methods, and techniques in the development of Project security Deliverables on Projects involving large and complex IT systems.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
California Department of Public Health - CalCONNECT	9/7/2022	1/4/2023 (Ongoing)	33%	3.9	1.3
	12/14/2020	9/6/2022	50%	20.8	10.4
	6/1/2020	12/13/2020	100%	6.4	6.4
California Department of Public Health - Vaccine Management Program	9/7/2022	1/4/2023 (Ongoing)	33%	3.9	1.3
	12/14/2020	9/6/2022	50%	20.8	10.4
CalHEERS	3/1/2014	5/31/2020	100%	75.0	75.0
Totals				130.8	104.8
Minimum Qualification ME-S34	A minimum of five (5) years of experience assessing system data sensitivity using security categorizations (e.g., RPS Publication 199) to identify appropriate security controls to protect Personally Identifiable Information (PII), Protected Health Information (PHI), and/or Federal Tax Information (FTI) data.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
California Department of Public Health - CalCONNECT	9/7/2022	1/4/2023 (Ongoing)	33%	3.9	1.3
	12/14/2020	9/6/2022	50%	20.8	10.4
	6/1/2020	12/13/2020	100%	6.4	6.4
California Department of Public Health - Vaccine Management Program	9/7/2022	1/4/2023 (Ongoing)	33%	3.9	1.3
	12/14/2020	9/6/2022	50%	20.8	10.4
CalHEERS	3/1/2014	5/31/2020	100%	75.0	75.0
Totals				130.8	104.8
Minimum Qualification ME-S35	A minimum of three (3) years of experience with systems that comply with National Institute of Standards and Technology (NIST) 800-53 moderate baseline.				
Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalHEERS	3/1/2014	5/31/2020	100%	75.0	75.0
					0.0
					0.0
Totals				75.0	75.0
Minimum Qualification ME-S36	Hold and maintain for the duration of the contract an (ISC)2® Certified Information Systems Security Professional (CISSP) certification, or ISACA Certified Information Security Manager (CISM).				
Certification/Degree Title	Certification Number	Original Grant Date	Expiration Date	Online Validation Link, if not available attach a copy	
Certified Information Systems Security Professional (CISSP)	461611	4/4/2014	04/30/2023 (will complete requisite training by May 1, 2023, to renew the certification for another three	<a href="https://www.isc2.org/MemberVerification">https://www.isc2.org/MemberVerification</a>	

**PART 3 – M&E TEST MANAGER MINIMUM QUALIFICATIONS SUMMARY TABLE**
**Test Manager Name: Lynnel Silva**
**Minimum Qualification ME-S37** A minimum of five (5) years of experience within the past ten (10) years as Test Manager or Lead on Projects involving large and complex IT systems in a health and human services or health care services Project.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	3/4/2019	01/04/2023 (ongoing)	100%	46.0	46.0
C-IV	6/1/2015	3/3/2019	100%	45.0	45.0
					0.0
Totals				91.0	91.0

**Minimum Qualification ME-S38** A minimum of five (5) years of experience planning, preparing for, and executing system test, UAT, and/or regression tests in compliance with a recognized standard, such as IEEE or ISO

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	3/4/2019	01/04/2023 (ongoing)	100%	46.0	46.0
C-IV	6/1/2015	3/3/2019	100%	45.0	45.0
					0.0
Totals				91.0	91.0

**Minimum Qualification ME-S39** A minimum of five (5) years of experience with testing JAVA web-based applications, Software interaction with Oracle databases, web services, and/or cloud services.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	3/4/2019	01/04/2023 (ongoing)	100%	46.0	46.0
C-IV	6/1/2015	3/3/2019	100%	45.0	45.0
C-IV	7/1/2004	5/31/2015	40%	131.0	52.4
Totals				222.0	143.4

**Minimum Qualification ME-S40** A minimum of three (3) years of experience overseeing or testing applications with multiple stakeholders/customers with varied business priorities and varying levels of experience with automation systems.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	3/4/2019	01/04/2023 (ongoing)	100%	46.0	46.0
C-IV	6/1/2015	3/3/2019	100%	45.0	45.0
					0.0
Totals				91.0	91.0

**Minimum Qualification ME-S41** Experience testing in waterfall, agile and iterative SDLC models and mixed models (i.e., multiple SDLCs occurring concurrently.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	3/4/2019	01/04/2023 (ongoing)	100%	46.0	46.0
C-IV	6/1/2015	3/3/2019	100%	45.0	45.0
					0.0
Totals				91.0	91.0

**PART 3 – M&E RELEASE MANAGER MINIMUM QUALIFICATIONS SUMMARY TABLE**
**Release Manager Name: Rogelio (Roger) Perez**
**Minimum Qualification ME-S42** A minimum of five (5) years of experience within the past ten (10) years as the release manager or lead on Projects involving large and complex IT systems in a health and human services or health care services Project.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months
CalSAWS	3/4/2019	01/04/2023 (ongoing)	100%	46.0	46.0
C-IV	10/1/2012 (for experience calculation, the start date is considered as 1/4/2013)	6/30/2015	100%	30.0	30.0
					0.0
Totals				76.0	76.0

**Minimum Qualification ME-S43** A minimum of five (5) years of experience within the past ten (10) years, on Projects involving large and complex IT systems, where the Project scope included managing, planning, scheduling, and controlling Software builds through different stages and environments; including testing and deploying Software releases.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months
CalSAWS	3/4/2019	01/04/2023 (ongoing)	100%	46.0	46.0
C-IV	7/1/2015	3/3/2019	100%	44.0	44.0
C-IV	10/1/2012 (for experience calculation, the start date is considered as 1/4/2013)	6/30/2015	100%	30.0	30.0
					0.0
Totals				120.0	120.0

**PART 3 – M&E SCHEDULER MINIMUM QUALIFICATIONS SUMMARY TABLE**
**M&E Scheduler Name: Sean Gardner**
**Minimum Qualification ME-S44** At minimum of three (3) years of experience using Microsoft Project 2013 or later versions to plan, develop, maintain, and report on highly complex integrated master schedules and Work Plans for a large and complex IT System Project.

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	11/1/2020	01/04/2023 (Ongoing)	100%	26.0	26.0
C-IV	6/1/2018	10/31/2020	100%	29.0	29.0
					0.0
Totals				55.0	55.0

**Minimum Qualification ME-S45** A minimum of two (2) years of experience managing highly complex, integrated master schedules and Work Plans using industry best practices and standards (e.g., Institute of Electrical and Electronic Engineers, Project Management Body of Knowledge, and/or Software Engineering Institute).

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	11/1/2020	01/04/2023 (Ongoing)	100%	26.0	26.0
C-IV	6/1/2018	10/31/2020	100%	29.0	29.0
					0.0
Totals				55.0	55.0

**Minimum Qualification ME-S46** A minimum of two (2) years of experience with integrated and highly detailed Work Plans, utilizing Project management best practice techniques and one or more of the following technology tools to incorporate different levels of progress in customized reports: Gantt, PERT, or milestone charts

Project	Start Date	End Date	Percentage of Time	Duration in Months	Duration in Months (% Applied)
CalSAWS	11/1/2020	01/04/2023 (Ongoing)	100%	26.0	26.0
C-IV	6/1/2018	10/31/2020	100%	29.0	29.0
					0.0
Totals				55.0	55.0