



2

Firm Qualifications

Table of Contents

Section 2 – Firm Qualifications..... i

2.1 Firm experience details 1

2.1.1 Integrated eligibility maintenance and operations experience 3

2.1.2 Integrated eligibility experience beyond M&O..... 3

2.1.3 BenefitsCal services experience and capabilities..... 5

2.1.3.1 CalSAWS experience 6

2.1.3.2 Public portal experience 7

2.1.3.3 User-centered design (UCD) experience..... 9

2.1.3.4 Marketing 9

2.1.3.5 Security 10

2.1.3.6 Amazon Web Services (AWS) experience 10

2.1.3.7 Experience with application evolution..... 12

2.1.4 Organization chart..... 12

2.1.5 Additional information..... 13

2.1.5.1 Additional California experience..... 13

2.1.5.2 Accenture Innovation Program 17

2.1.5.3 Inclusion and diversity 22

2.1.6 Firm references..... 24

2.2 Firm financial resources 24

2.3 Subcontractor additional details 25

List of Figures

Figure 1. We bring you extensive experience working with multiple state agencies for the M&O of IE systems.....	4
Figure 2. We will draw on our extensive network of California offices and the expertise of our more than 7,700 California-based employees.....	6
Figure 3. Our unique partnership delivers transformation at scale with the best of AWS's services and Accenture's unparalleled breadth and depth of talent, resources, and experience.	11
Figure 4. This project will be overseen by a California-based leadership team that has experience with public sector entities and the ability to lead people to deliver effectively.	13
Figure 5. Accenture is dedicated to giving back to the community in California.....	21
Figure 6. IDEA initiatives foster an environment of inclusivity and diversity.	23

List of Tables

Table 1. Our experience performing similar services for other state and federal agencies informs our approach to M&O for BenefitsCal.	2
Table 2. Accenture's IE state network is far reaching, giving us the experience to partner with the Consortium for the next phase of CalSAWS.	5
Table 3. None of our subcontractors will perform more than 20 percent of the total work during the base contract period.....	27

2.1 Firm experience details

6.3.3.4.1 Firm Experience Details

Bidders will provide details of Prime Contractor firm experience relevant to the proposed BenefitsCal Services within the form in Attachment 8 – Firm Qualifications. A concise but thorough description of relevant experience is desired. The Contractor shall also provide a general narrative description highlighting the Contractor's BenefitsCal Services experience and capabilities. The Consortium seeks a responsible BenefitsCal Contractor with the right experience to support BenefitsCal over the life of the Agreement. Therefore, it is imperative that the Bidder provide enough detail in their response for the Consortium to evaluate the ability of the Bidder to meet or exceed the requirements herein, and perform the Services described within the BenefitsCal SOW in a professional, high-quality manner. All Firm Qualifications contained in Sections 5.2.1.1, 5.2.1.2 and 5.2.1.3 must be met and documented according to Section 6 - Proposal Structure and Submission. Firm Qualifications requirements will be scored as pass or fail for the Firm Mandatory Qualifications and the Firm Financial Qualifications. The Firm References will be considered and scored as part of the Business Proposal Evaluation.

Accenture is a leading global professional services company that helps the world's leading businesses, governments, and other organizations build their digital core, optimize their operations, accelerate revenue growth, and enhance resident services—creating tangible value at speed and scale. We are a talent- and innovation-led company with approximately 750,000 people serving clients in more than 120 countries.

A Partner You Trust

We'll build on our experience building and maintaining the CalSAWS backend to improve the BenefitsCal frontend, making it easier for eligible Californians to get their benefits as quickly as possible.



We have over 35 years of experience providing collaborative system implementation and maintenance and operations (M&O) services to public sector clients. Our proposed approach to M&O has been refined over three decades of experience and incorporates years of lessons learned, reducing the risk for clients.

We have experience managing complex, integrated systems for a growing number of state clients, which has facilitated the development of a robust set of operational tools to proactively monitor system health and automate and optimize our service delivery. We have delivered quantifiable improvements to clients worldwide and will bring this wealth of experience to BenefitsCal.

We have worked with 16 states, including three state-supervised, county-administered clients, to deliver services related to public assistance eligibility system implementation, maintenance, and enhancements. This includes completing the design, development,

implementation (DD&I), and operations of the 39 counties in the C-IV System, including their migration to CalSAWS in 2021 and the remaining 18 CalWIN counties in 2023. We have executed M&O for Los Angeles County's eligibility solution and the CalSAWS system for 40 counties.

We are the experienced partner you need to keep BenefitsCal running smoothly because of our positive relationships with key clients, our reputation of transparency and excellent delivery reputation, and our policy knowledge and deep understanding of the CalSAWS environment from our 23 years of partnership. We will build on our CalSAWS work with the counties to help you make faster determinations so that eligible Californians get their benefits as quickly as possible. At every step, we are looking for potential improvements. Innovations like GenAI chatbots that can actively guide users through the process to help them quickly complete applications and resolve questions in real time, or proactive communications that remind people of the upcoming steps and reduce churn, are just some of the improvements we've delivered at other clients that we're eager to bring to BenefitsCal.

Attachment 8 – Firm Qualifications provides the firm mandatory qualifications project details demonstrating how we meet and exceed the minimum mandatory experience. Table 1 provides an overview of our relevant experience for each of the mandatory qualifications in Section 5.2.1.1 of your RFP.

Relevant projects	Req# F1	Req# F2	Req# F3	Req# F4
Kansas Eligibility Enforcement System (KEES)	★ Exceeds			
Arizona Health Care Cost Containment System (AHCCCS)	★ Exceeds	★ Exceeds		✓ Meets
CalVax	★ Exceeds	★ Exceeds		
CalSAWS	★ Exceeds		★ Exceeds	
Ohio Benefits	★ Exceeds	★ Exceeds		
Veterans Benefits Administration Digital GI Bill (DGIB)		★ Exceeds	★ Exceeds	
CMS HealthCare.gov	★ Exceeds		★ Exceeds	✓ Meets
NYC Access	★ Exceeds	★ Exceeds		
C-IV	✓ Meets			
Ontario MoH COVID-19 Pandemic Response	✓ Meets	✓ Meets		

Table 1. Our experience performing similar services for other state and federal agencies informs our approach to M&O for BenefitsCal.

2.1.1 Integrated eligibility maintenance and operations experience

Accenture has transitioned M&O services from over 1,500 incumbent contractors between public and private sector clients and continues to run M&O for thousands of applications globally. We bring a 35-year record of successfully transitioning, operating, and providing efficient maintenance and enhancement support for integrated eligibility (IE) systems. We currently support the IE systems that we implemented in California, Ohio, North Carolina, Iowa, and Kansas. In addition, we recently took over the Arizona HEAPlus Medicaid Eligibility System, a custom solution implemented a decade ago, from the incumbent contractor. In each IE project, we have worked shoulder-to-shoulder with our clients to achieve cost efficiencies, predictable cost structures, continuous optimization, and ongoing innovations. Our decades of experience and lessons learned will help the Consortium serve the residents of California more effectively through predictable delivery, lower risk and cost, and strong delivery leadership.

Highlights of our key IE M&O record of delivery excellence include:

- Delivered 1,914 projects following CMMI Level 4 processes at over 138,000 hours annually with more than 99.9 percent system uptime on Texas Medicaid & Healthcare Partnership (TMHP)
- Managed the transition and training of integrated eligibility processes for over 7,000 users on North Carolina Families Accessing Services through Technology (NC FAST)
- Delivered 256 releases at a 99 percent on-time rate for Healthcare.gov
- Increased production quality to 98.6 percent on Idaho's Benefits Eligibility System (IBES)
- Met 15 contract SLAs at 99 percent on California C-IV
- Achieved a less than 1 percent rate for defects in production of the Michigan Child Support Enforcement System (MiCSES)
- Maintained 99.8 percent uptime success rate on Los Angeles County's LEADER Replacement System (LRS) project

2.1.2 Integrated eligibility experience beyond M&O

Accenture has implemented and operated 16 IE and enrollment systems in the past three decades, as represented in Figure 1. Our integrated eligibility experience encompasses Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Child Care, Employment Services, Food Assistance Employment and Training, Low Income Energy Assistance Program (LIEAP), Automated IV-E Eligibility, and medical assistance programs, including Medicaid (MAGI, E&D, and LTC), CHIP, AIDS Drug Assistance Program (ADAP), and additional state-funded programs. We are driven by our approach to partner with our clients and provide lasting support to their communities.



Figure 1. We bring you extensive experience working with multiple state agencies for the M&O of IE systems.

Our breadth of IE system experience across the nation is notable. Our state and county partners know we are the right partner for complex, mission-critical systems because we not only bring breadth of experience and thought leadership, but also an undistracted focus on them and their unique needs. We are proud to call numerous states our partners where we actively support their IE case processing systems and unique state initiatives. Table 2 reflects where we are focused within the IE domain.

State/City	Programs	Residents supported
California	Medicaid, TANF, SNAP, Childcare	11 million
Ohio	Medicaid, TANF, SNAP, Childcare, P-EBT	3.3 million
North Carolina	Medicaid, TANF, SNAP, Childcare	2+ million
New York City	Medicaid, TANF, SNAP	2+ million
Arizona	Medicaid, TANF, SNAP	1.9 million
New Mexico	Medicaid, TANF, SNAP Contact Center Medicaid, TANF, SNAP Customer Portal (planned for Spring 2023)	1+ million
Tennessee	P-EBT	902,000
Kansas	Medicaid, TANF, SNAP, Childcare, P-EBT	720,000
Washington	P-EBT	600,000
Iowa	Medicaid	500,000
Idaho	Medicaid, TANF, SNAP	340,000

Table 2. Accenture's IE network is far reaching, giving us the experience to partner with the Consortium for the next phase of CalSAWS.

The hundreds of Accenture employees who have worked in California IE projects bring more than 10,000 collective years of experience. Because we built the system, we know precisely how it operates. Our team has a deep understanding of the technology architecture and processes, plus a detailed working knowledge of California's regulatory frameworks. We understand the requirements of the 58 counties and how to manage the complex interplay between all parties while working smoothly in a multi-contractor environment.

2.1.3 BenefitsCal services experience and capabilities

While our reach is global, our focus is local. We are proud to be a leading partner of California's government since 1989 and we have over 7,700 Accenture employees living and working in California. We have helped bring to fruition dozens of projects including some of the largest and most critical systems in the State's public sector, such as C-IV, LRS, CalHEERS, Fi\$Cal, CalVax, and CalSAWS. Figure 2 shows our strong presence in California.

Accenture | California

Overview

8 **Primary Offices:** San Francisco, San Jose, Sacramento, Los Angeles Arts District, Irvine Spectrum, La Jolla, Accenture Song Studios (LA), Accenture Federal Services (SD)

7,700+
Professionals

3 **Office Managing Directors**



John Gingrich
(Northern CA)



Mark Noriega
(Sacramento)



Martin Hodgett
(Southern CA)

5 **Services**

- Strategy & Consulting
- Song
- Technology
- Operations
- Industry X.0

San Francisco
State-of-the-art
Innovation Hub



Our world-class teams of designers, developers and experts work side-by-side with clients to **ideate**, **prototype**, and **scale** innovative products and solutions.

Awards & Recognition

2022 DEI Enterprise Company of the Year - **LA Business Journal**

#1 Largest Management Consulting Firms in SF Bay Area

LA Times Magazine – Honorees in:
Banking and Finance Inspirational Women
• 2021: Bruce Benham • 2021: Luz Esparza
• 2022: Manoj Karnani

#5 **HEALTHIEST EMPLOYERS** Bay Area

Sacramento Business Journal
Innovation Award

Champion for **growing diverse talent** through **Apprentice Program**

Serving California's 70+ largest organizations in 20+ industries



Communications, media & tech: communications & media, high tech, software & platforms



Financial services: Banking, Capital Markets, Insurance



Health & public services: Health Provider, Health Payer, State & Local Government, Higher Education, Non-Profit



Products: Automotive, Consumer Goods & Services, Industrial Equipment, Life Sciences, Retail, Travel



Resources: Energy, Utilities

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Figure 2. We will draw on our extensive network of California offices and the expertise of our more than 7,700 California-based employees.

Our long-term relationship and commitment to government and educational institutions in California has enabled us to understand the demands, challenges, and aspirations the Consortium faces.

2.1.3.1 CalSAWS experience



For over 23 years, we have been partnering with the Consortium to create today's secure CalSAWS foundation. We have worked with you to serve the member counties' most vulnerable residents as the prime system integrator through the analysis, design, development, implementation, and ongoing M&O phases across four of the five Consortium's projects which are now being combined into a single, seamless, cloud-based solution. We currently serve as the prime M&O contractor for the 42-county CalSAWS system and prime system integrator for migrating the remaining 16 CalWIN counties. Together, we have evolved—always flexing fast to navigate bumps on the journey and adapt as your needs and programs have changed.



We have grown our partnership with the Consortium, and its predecessor consortia, over the past two decades to be trusting, collaborative, and transparent. During this time, we have collaborated to serve the member counties and their most vulnerable residents as the prime system integrator through the analysis, design, development, implementation, and ongoing M&O phases across projects like CalSAWS, C-IV, LRS, and C4Yourself.

We bring deep knowledge of how CalSAWS was built and operates. We led the team that built this world-leading benefits system. We built the foundation and can use this knowledge to improve the BenefitsCal public portal. We have been part of the Consortium's and counties' DNA from Day 1—for more than 20 years—and look forward to a continued partnership.

2.1.3.2 Public portal experience

In addition to our experience with CalSAWS, we have selected the following projects to showcase our portal work for state government and public sector clients and to highlight our strengths as a health and human services integrator:

- New York City ACCESS Human Resources Administration (HRA)
- HealthCare.gov/ Federally Facilitated Marketplace (FFM)
- Kansas Integrated Eligibility Non-Medical Portal (KEES)



2.1.3.2.1 New York City ACCESS Human Resources Administration (HRA)

Accenture helped transform how the agency communicates with customers through a complete redesign of their ACCESS HRA website and mobile application. Now, the agency provides customers a seamless way to apply for benefits, perform case maintenance activities, check the status of their case or application, and receive important reminders. This shows our ability to develop and implement a strong digital outreach and marketing campaign to help our clients with their program goals. Since the redesign went live, the agency had a 33 percent reduction in rejected applications and recertifications (from not providing documentation) and a 100 percent increase in system use between 2017 and 2019. During this time, users submitted more than two million benefit applications, re-certifications, and case changes over a digital channel, reducing office visits and administrative work while saving clients time and money.

2.1.3.2.2 HealthCare.gov/ Federally Facilitated Marketplace (FFM)

The Center for Medicare and Medicaid Service (CMS) selected Accenture to lead the recovery of the HealthCare.gov website in November 2013 after high profile issues with the launch earlier that year. Together our objective was to stabilize the site across all functional areas and improve the user experience. Over a decade later, Accenture continues to manage a broad set of responsibilities related to the Federally Facilitated Marketplace (FFM), including maintenance and operations of the site, development of new software (enhancements), building of new environments, data analysis and incident response, security services, and service desk.

Accenture has successfully operated seven Open Enrollment (OE) periods, along with Special Enrollment Periods, with CMS and other FFM stakeholders to support 45 million enrollments and \$200 billion in total payments since 2015. We improved the loading time for healthcare plans by 98% for small business consumers while load times went from 200 plans per day to 420 plans per hour.



2.1.3.2.3 Kansas Integrated Eligibility Non-Medical Portal (KEES)

KEES provides Kansas with greater integration across their programs and helps address resident needs by providing online access to eligibility information as an alternative to office visits. Across all releases, we have produced an average of 2,500 forms in a day to include those that help promote self-service. KEES generates savings through more efficient eligibility processing, much improved decision-making, and compliance controls.

Through a flexible and modular technology approach, KEES helps the state to more readily and cost-effectively update the eligibility system as resident needs and government policies change over time. Accenture continues to maintain, operate, and enhance the KEES system.



2.1.3.3 User-centered design (UCD) experience

The Consortium needs a partner to not only continue the current UCD effort with users, CBO representatives, advocates, CalSAWS workers, and State representatives, but to suggest changes that will improve the process going forward. Getting eligible California residents their benefits as quickly as possible is enhanced by working with us because we will use our end-to-end experience with CalSAWS to inform how BenefitsCal works and reports in the future.



We approach UCD with a focus on a holistic view, verifying transformation improvements to the services we provide to residents, stakeholders, and county workers. We believe inclusivity is critical to service and experience transformation, so we stress inclusive research and design activities where we consult with residents who have different types of needs, live in different geographies, and have different motivations, mindsets, and behaviors. We also believe that simply building a great application portal is not enough. Submitting an application, renewing benefits, or submitting a SAR 7 report is just the first step in the journey to granting benefits to residents, so we think about how research and design attends to an end-to-end process for uptake and management of benefits.



By expanding both generative and evaluative research to include all system stakeholders, we set the stage for the development of design solutions that are feasible and viable from the start, that meet the needs of all roles involved in service delivery, and that will lead to better outcomes for Californians and advocate groups. For additional information on our UCD approach, please refer to Section 2 – Firm Qualifications.

We have partnered with all types of organizations to create every kind of experience imaginable, from redesigning the Medi-Cal enrollment process for the City of San Francisco to creating experiential and extended reality interactions for Disney. Accenture Song, the world's largest tech-powered creative group, has built an international reputation for putting UCD at the heart of what we do. We have been recognized with over 350 industry and creative awards worldwide.

We are positioned as a Leader by IDC MarketScape for Worldwide Experience Design and Build Services 2023–2024. According to the [report](#), “Accenture's design capabilities are backed by some of the broadest and deepest capabilities on the market in consulting and IT services, including a strong network of innovation centers. Accenture has broad and deep capabilities in experience design through Accenture Song, including leading-edge experience design capabilities, and has strong capabilities in service design. Based on conversations with Accenture's clients, the three areas where, on average, clients commended Accenture most highly were design excellence, people quality, and vendor differentiation.”

2.1.3.4 Marketing

Through Accenture Song—the world's largest technology-powered creative group—we provide communications and marketing services, including user experience expertise, world-class creative, and intelligent marketing performance. We combine strategic

creative and communications excellence with a focus on delivering value that's anchored in meaningful insight and optimized by data. We is an "Overall Leader" In Everest Group's Marketing Services PEAK Matrix for 2024, and we are ranked #1 in 2024 Ad Agency Report- Fifteen largest U.S. agencies(all disciplines).

The combination of Song, together with our technology, strategy and consulting, and operations groups, enables us to provide customized marketing and outreach services within a truly end-to-end suite of capabilities.

Creativity is at the heart of all that we do. We believe it's the reason we have won more than 350 industry and creative awards worldwide. From our modern, collaborative approach to brand, media, and channel strategy to choosing the right media mix and creative execution to maximizing impact and engagement with target audiences, we test and optimize our creative work to meet and exceed performance goals. We're committed to a partnership that effectively connects with the people who need clear and user-centered communications.

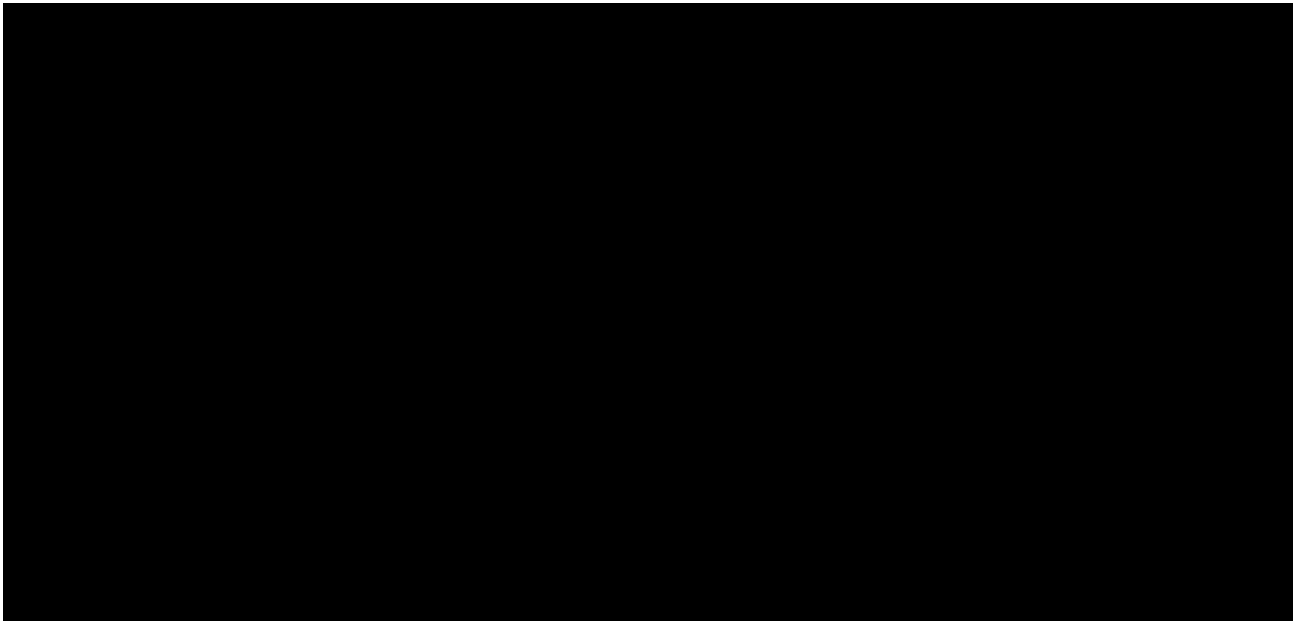
2.1.3.5 Security

Accenture Security is the largest cybersecurity consultancy in the world and recognized as a premier managed security services provider due to our industry-leading expertise and comprehensive service offerings. Our commitment to excellence is reflected in our numerous accolades, including top rankings in the Forrester Wave™ and Gartner Magic Quadrant for Managed Security Services publications. With annual revenue exceeding \$61 billion, Accenture Security has earned the trust of over 80 percent of the Fortune 500. Our robust portfolio of services and innovative security solutions ensure that our clients are well-protected against the evolving threat landscape, making us the go-to partner for enterprises worldwide seeking unparalleled security and peace of mind.

With a headcount of more than 20,000 cybersecurity practitioners worldwide, our sum is greater than the parts; our diverse team has the required skills, accelerators, and extensive experience in supporting multiple public sector clients with initiatives across the cybersecurity service spectrum, spanning cyber strategy, cyber-resilience (like endpoint detection and response), and cyber protection (like application security, privileged identity management, and data protection). The breadth of our team's experience across provisioning administrative, technical, and physical safeguards will help protect BenefitsCal assets against data loss, misuse, unauthorized access, disclosure, alteration, and destruction.

2.1.3.6 Amazon Web Services (AWS) experience

CalSAWS, based on the LEADER Replacement System (LRS), is a Java-based system that we designed, developed, implemented, and maintained and operated for Los Angeles County. We migrated the LRS to Amazon Web Services (AWS) cloud in five months as part of the CalSAWS DD&I project. Today, we serve as the prime enhancements contractor for CalSAWS and deliver approximately 180,000 hours of enhancement work annually—so, we know that BenefitsCal, CalSAWS' public-facing benefits portal, uses AWS as its cloud infrastructure.



Our AWS experience and history are highlighted in Figure 3.

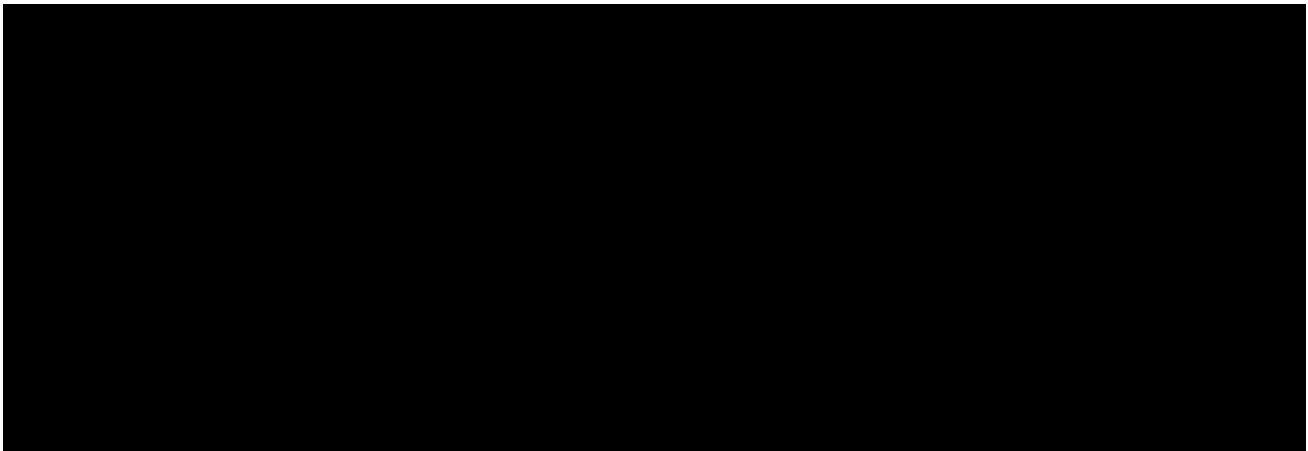


Figure 3. Our unique partnership delivers transformation at scale with the best of AWS's services and Accenture's unparalleled breadth and depth of talent, resources, and experience.

Additionally, we recently received Premier Consulting Partner accreditation related to supporting our clients' cloud and digital transformation on AWS. AWS has certified us for more than 30 competencies and service delivery designations.

Recent awards and accolades:

- AWS GSI Partner of the Year – ASEAN, 2023
- AWS Public Sector Partner of the Year – EMEA, 2023
- AWS Federal Government Partner of the Year – APJ, 2023
- AWS Federal Government Partner of the Year – NAMER (Accenture Federal Services), 2023
- AWS Global System Integrator (GSI) Partner of the Year, 2022

- Everest Group PEAK Matrix – System Integrator (SI) Capabilities on Amazon Web Services (AWS), 2022
- Gartner Magic Quadrant for Public Cloud Infrastructure Managed Service Providers Worldwide, 2021
- Everest Group PEAK Matrix – #1 Among AWS Service Providers in Market Impact Vision Capability, 2021
- Gartner Magic Quadrant Leader, Public Cloud Infrastructure Professional and Managed Services Worldwide, 2020

2.1.3.7 Experience with application evolution

Our experience with application evolution has been focused on improving user adoption and perception through prioritizing native journeys and enhancing the overall user experience. Our cumulative DevSecOps is a set of leading practices and tools that accelerate time to-market. This approach is strengthened by the automation methodology and practices we have implemented for over 1,000 clients in over 15 years. We have invested in the creation of an extensive suite of DevSecOps assets, including maturity assessments and automation blueprints for many popular technologies. Our innovations in testing automation, cross-team collaboration, and continuous integration lay a solid foundation to implement industry-leading DevSecOps techniques. Our DevSecOps community has tools and techniques that accelerate results, and we are ready to work with the Consortium to help implement these for BenefitsCal.

2.1.4 Organization chart

The Contractor shall provide a firm organization chart. If the firm is a subsidiary of a parent company, the organization chart must be that of the subsidiary firm. The chart must display the firm's structure and the organizational placement of the BenefitsCal Project. The organization chart must include names and an effective date.

Accenture plc is a publicly held entity. The Consortium will engage with Accenture LLP, which is a wholly owned subsidiary of Accenture plc in the United States.

As one of the world's leading global professional services companies with approximately 750,000 employees, we operate globally in five markets: North America, Europe, Asia Pacific, Latin America, and Middle East/Africa. Our local offices in California are based in Los Angeles, Sacramento, San Diego, San Francisco, San Jose, and Walnut Creek and have over 7,700 Accenture employees living and giving back in California.

We operate globally with one common brand and business model designed to provide clients around the world with the same high level of service. Our organization chart as of December 6, 2023, is shown in Figure 4. Julie Sweet leads Accenture as the Chairperson of the Board of Directors and Chief Executive Officer. The CalSAWS project is placed within the US-West region of our North America operating structure.

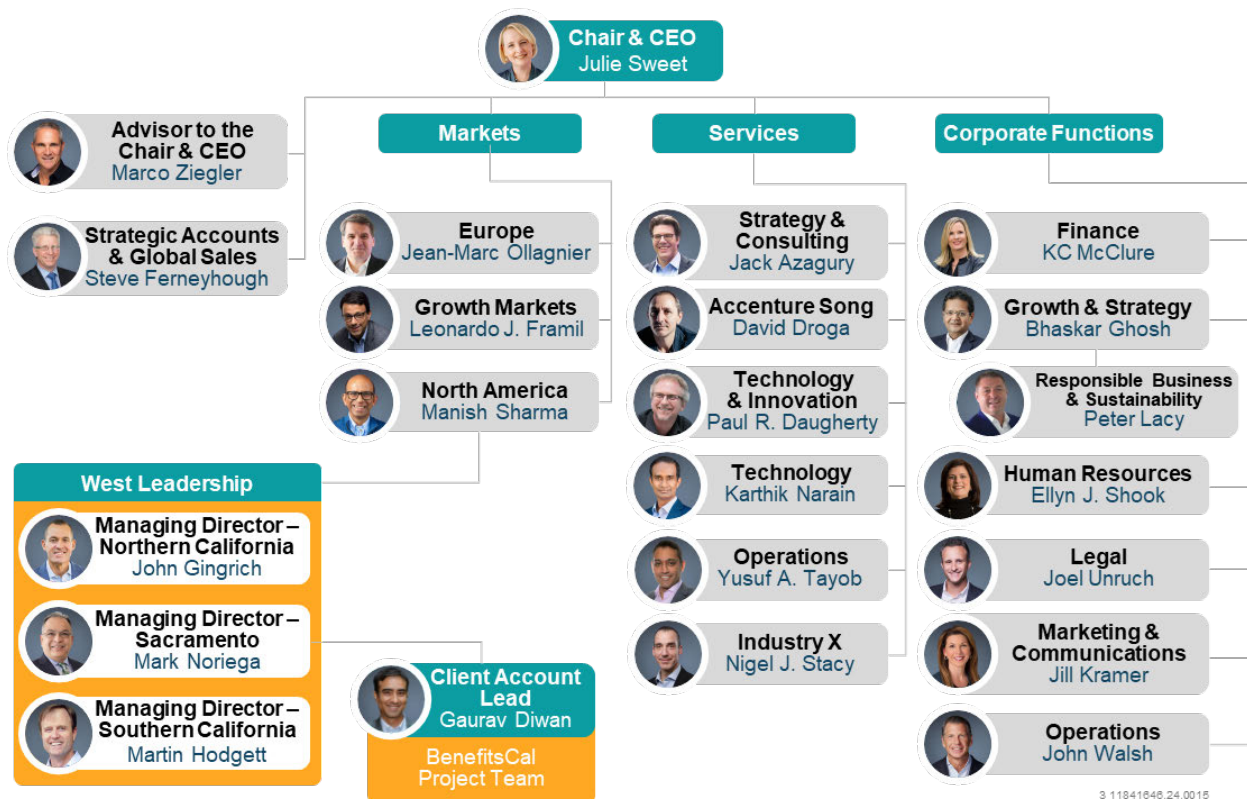


Figure 4. This project will be overseen by a California-based leadership team that has experience with public sector entities and the ability to lead people to deliver effectively.

2.1.5 Additional information

The Contractor shall supply any additional information not already presented in this Section, which the Bidder believes to be relevant to the Consortium's assessment of the Contractor's experience with regard to the specifics of this RFP.

2.1.5.1 Additional California experience

We have partnered with various California counties to successfully deliver projects to support their residents' needs. A few of these projects are highlighted on the following pages.

Enabling improved resident access and customer service in LA county



Client's concern

LA County Department of Public Social Services old legacy Customer Relationship Management (CRM) system was outdated, slow, and non-scalable, and required eligibility case workers to manually enter case information into the legacy system (LAGAN), causing delay in processing cases and calls, potential mistakes during manual entry, and outdated case information, and slowing the distribution of benefits to Angelenos.

How Accenture helped

In January 2021, Accenture partnered with the LA County Department of Public Social Services (DPSS) to upgrade four of their customer service call centers (CSC)s. We replaced the existing ticket management system, LAGAN, by migrating and implementing a new Customer Relationship Management (CRM) system using components of the Salesforce Lightning Service Cloud Enterprise Edition Software. Go live for the new Salesforce-based systems occurred in September 2021, with enhancements continuing today.

Outcome delivered

We implemented a Salesforce Service Cloud application for case management, created a user-friendly customer portal providing self-service options, built mobile and desktop applications to automate business processes, provided robust reporting and workflow processing, and integrated Salesforce Lightning Service Cloud Enterprise Edition Software with the Consortium's welfare benefits system (CalSAWS).

The new system embedded past case notes in a user-friendly format to give eligibility case workers easy access to case information and introduced SLAs to ensure faster response times and timely case resolution. The data could include a customer's basic contact information, their past and present purchasing history, as well as information on the interactions they had with business touchpoints that they met on their customer journey. All customer information could be found in one place, eliminating the need to access multiple systems, establishing new departmental efficiencies, saving case worker time, and better serving Angelenos seeking welfare assistance. The improvements to LAGAN are an example of our customer 360-degree value tenet: a singular comprehensive view of a customer's data.

Additional highlights:

- Accenture facilitated all project management activities.
- Accenture architected a modern CRM solution leveraging Salesforce and Amazon Web Services (AWS).
- The project included approximately 10 inbound and outbound interfaces with CalSAWS.
- The LA County DPSS CSC team worked closely with their CalSAWS counterparts to seamlessly integrate the two systems.
- The outcome was a turnkey contact center management and operations service to support DPSS staff and customers.

Innovative virtual reality training improves welfare eligibility outcomes in San Diego county



Client's concern

San Diego county wanted to address error rates in eligibility decisions that affected whether families received the essential benefits needed to access food, health care, housing subsidies, and other basic needs. The county recognized new case workers needed more experience to help them conduct interviews to validate eligibility for these vital programs. However, the county also understood it could take years for case workers to develop the necessary skills and experience to effectively complete the responsibilities of the role.

How Accenture helped

To help reduce error rates in eligibility decisions, the county turned to us to explore a new and better way to train case workers on the human side of social work. The County selected the award-winning Accenture Virtual Experience Solution (AVEnueS) to train case workers in a virtual environment using realistic scenarios. Together, we used AVEnueS to create an interactive, fully immersive, 360-degree virtual reality (VR) learning module focused specifically on eligibility that used immersive storytelling and experiential learning to reimagine strategies for staff development, screening, and recruitment. The training experience was unlike typical virtual reality because it used interactive voice-based, hands-free technology in simulations of real-life situations that case workers face in the field and office. The cloud-based conversation engine used machine learning and natural language processing (NLP) to recognize and interpret the case worker's questions and statements. The result was an incredibly life-like experience that simulated what the case worker would experience on the job.

When new case workers completed an AVEnueS training module, they then participated in a seminar that brought case workers together to share their learnings, review their experiences and biases, and learn essential skills. These seminars were led through guided discussions and custom-learning curriculum, boosting case workers' abilities to inquire, observe, and interpret human behavior. Following AVEnueS training, case worker participants felt like they could ask questions to elicit more positive responses and remain respectful throughout their interactions with beneficiaries without sounding accusatory or insensitive.

Outcome delivered

AVEnueS training modules have improved the way case workers conduct eligibility intakes. Because San Diego county case workers use the CalSAWS eligibility system, this innovative approach can now be rolled out to all other counties to help them improve customer service for eligibility systems.

With the addition of AVEnueS to its casework curriculum, and with our support, the county improved the ability of new and even more seasoned caseworkers to use question-style inquiries when communicating with county residents, reducing error rates in eligibility decisions. Over 90 percent of AVEnueS participants have reported the training improved their skills in engaging individuals and provided a realistic expectation of their new role and responsibilities. Equally impressive is that 100 percent of AVEnueS training participants said they would recommend the experience to a coworker.

Putting people at the center for San Francisco Human Services Agency (HSA)



Client's concern

San Francisco Human Services Agency (HSA) helps individuals, families, and communities, with services including food, health care, finances, employment, childcare, and safety/protection. HSA sought a qualified racial equity training consultant for the agency's executive leadership and program directors to specifically provide racial equity coaching and leadership development to over 70 HSA executives, board, and commission members. Their goal was to facilitate deep dialogue on race, share a common understanding of equity, and to develop critical inclusive leadership skills.

How Accenture helped

From January to April 2022 Accenture and the 3:08 Collective partnered with HSA to create meaningful impact through deep dialogue on racial equity, beginning with an exploration of identity, race, and trauma, followed by an examination of how we use power responsibly, and ending with courageous actioning and goal setting. We partnered with an external minority-owned agency,

3:08 Collective, to reframe difficult conversations around diversity, equity, and inclusion (DEI) data into meaningful opportunities to learn and connect in shared spaces with the HSA employees. Rather than focusing on shifting metrics, we focused on shifting mindsets, awareness, and behaviors, and in a psychologically safe setting.

Outcome delivered

These types of inclusive trainings foster improved and open dialogue, greater understanding, and allow us a path forward in a more cohesive and trusting way. By centering on humanity, equity, and accountability, we were able to educate and build awareness for more than 60 leaders and commissioners of the City of San Francisco, who in turn impacts tens of thousands in our community. Lessons learned from this open dialogue, as well as our collaboration with the 3:08 Collective, have been applied to future inclusion and diversity trainings, and to inspire others in the public service space nationwide.

2.1.5.2 Accenture Innovation Program

Innovation is at the heart of what we do; we define it as “the delivery of new ideas that add value.” Showcasing new technologies, generating new ideas and discussing future strategy are all important parts of moving forward. We see innovation as the broader journey as the business goes on, to enable it to continue to change over time, moving ideas through to implementation. From incremental improvements to entirely new business models, we aim to help our clients create new value in their specific context and at a pace that works for them.

2.1.5.2.1 Award-winning CalSAWS Innovation Program



We strive to keep CalSAWS future-ready at the forefront of welfare. Wherever welfare is heading over the next 20+ years, we will be with you, continuously innovating to keep CalSAWS at the leading edge as the world's flagship welfare system.

In 2021, to formalize our innovation approach within CalSAWS, we revamped the CalSAWS Innovation program and

based it on the popular entrepreneurial-themed TV show called Shark Tank. The success and learnings from this program directly influence our proposed next iteration of the innovation program for CalSAWS. This program was recently recognized by the American Public Human Service Association (APHSA) IT Solutions Management for Human Services (ISM) as a 2022 winner for Collaboration Across Boundaries!

We hold an innovation event every quarter, in which the Consortium identifies the business challenge they want to address, which becomes the theme for that quarter's event. We invite people from across Accenture, the Consortium, the County Welfare Directors Association (CWDA), other contractors, and the counties to submit innovative ideas that address the chosen business challenge. Accenture and the Consortium then select the top five ideas to be pitched at the innovation event, and five teams comprising Accenture and county members and other subject matter experts develop their ideas in a series of design thinking workshops.

The teams define their prototypes in these workshops and craft their stories into a pitch which is then presented at the innovation event. At the end of the event, one or more projects are chosen to be prototyped, and we fund a three-month proof of concept (POC) in the chosen county where we implement and test the design.

The results of each POC are shared at the next quarterly innovation event, which includes county recommendations to continue the program and/or scale the technology statewide. The Innovation program has galvanized ingenuity and creativity across the ecosystem to transform the CalSAWS culture into an environment that fosters innovation, promotes new technologies, and rewards people for creating ideas that benefit users and county staff.

2.1.5.2.2 Accenture Innovation Hubs

We invest in innovation within our business through investments in research and development (R&D), thought leadership, assets, and capabilities. Accenture Research identifies key technology and business trends, and we invest in building our capability and knowledge around these new technologies through our partnership with the start-up ecosystem and our R&D projects in Accenture Labs and Studios. We then bring this innovation at scale to our clients through our innovation centers and delivery centers. Our seven technology labs situated in Silicon Valley, Washington DC, Sophia Antipolis, Bangalore, Beijing, Dublin, and Israel and the network of innovation centers in the Accenture Customer Innovation Network (ACIN) help our clients develop an innovation agenda through over 100 innovation client workshops per year.



As the digital era presents immense opportunities and unforeseen risks, we are finding new ways to apply technology to create positive and lasting impact in our communities. Our corporate citizenship approach is driven by our overarching theme "Skills to Succeed" and is delivered through our business in collaboration with clients and not-for-profit organizations. It is embedded in our core values and a fundamental part of our culture.

Together with our partners, clients, and communities, we aim to solve complex problems, including closing employment gaps through our global Skills to Succeed initiative. Through Skills to Succeed, we provide employment and entrepreneurship opportunities alongside our partners. We have equipped more than 5.8 million people worldwide with the skills to make substantive improvements to their lives. We are continually evolving Skills to Succeed to meet changing market needs and support people throughout their career journey—from young students to new graduates to more experienced workers.

In California, we are dedicated to doing valuable work in our local communities.

2.1.5.2.3 L.A. Works—Volunteering in vulnerable populations: 2000-Present


For more than 20 years, volunteers from our teams have been actively working together to support L.A. Works, the premier volunteer action center in Los Angeles. Together, they have been involved in numerous frontline activities to support some of the city's most vulnerable people, while also raising funds to help address a wide range of key issues. We are immensely proud that, as one team, we are continuing to make a significant, visible, and lasting contribution across the greater Los Angeles community.



“L.A. Works is grateful for the support of our longtime corporate sponsor, Accenture. For more than 20 years, Accenture volunteers have been dedicated to serving Los Angeles and advocating for some of our most vulnerable communities. As frontline volunteers, they have helped beautify schools, pack meals for food insecure, and advocated for unhoused Angelenos. Their commitment to the most critical issues has helped make a more equitable city for us all. Thank you, Accenture team, for putting Los Angeles first.”

Executive Director, L.A. Works

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“With 20 years and counting, Accenture is the longest consecutive corporate donor to L.A. Works, having donated over \$150,000 and countless hours to help address some of our city's most pressing issues. Accenture's sponsorship of our major initiatives like MLK Day of Service, the 30th anniversary food insecurity campaign, and L.A. Works Day, as well as the board participation of Accenture Managing Director Lulu Fou, have helped position them as a leader in the volunteerism.”

Board Chair, L.A. Works

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2.1.5.2.4 Chrysalis—Changing lives through jobs: 2013-Present



“Over much of the past decade, Accenture has provided vital funding and leadership for our Employment Program. The foundation's Skills to Succeed program closely aligns with our work to help clients find and retain quality and life-sustaining employment and we are happy to have Lulu and Accenture on our team.”

Chrysalis' President & CEO

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For nearly 10 years, we have been a valued partner of Chrysalis—a non-profit organization offering free services to help people prepare for, find, and keep jobs. Since 2013, we have donated more than \$200,000. This has helped to support people navigating barriers to the workforce by offering a job-readiness program, individualized supportive services, and paid transitional employment. Our employees have also provided hundreds of hygiene kits for Chrysalis clients over the years.

In addition to financial and in-kind support, for the past decade, Accenture executives have served on the Chrysalis board of directors. Lulu Fou, an Accenture Managing Director with 20 years of experience with CalSAWS, C-IV and LRS, joined the board in 2018 and has provided strategic leadership as well as advocacy within Accenture for the work Chrysalis does. Lulu and her team provided significant pro bono support in 2019 as Chrysalis embarked on the transition of its case management system to the Salesforce platform, helping to mentor a program manager and assist with the discovery process. Furthermore, Chrysalis hosted a group of Accenture employees for a day of service, during which they toured Skid Row and the

downtown program site, helping a group of clients to create resumes and practice their interview techniques.

2.1.5.2.5 Sacramento Backpack Drive: 2013–2019

Backpack drives have been another fun way for our teams to join forces over the years to give back to the local communities. Organized by the Sacramento Food Bank and Family Services, each event would see our volunteers form an assembly line to fill bags with crayons, pencils, notebooks, and other essential school supplies to prepare students for the year ahead.

2.1.5.2.6 Sacramento Children's Home: 2010–2018

For almost a decade, volunteers from our team got together to take part in an annual holiday charity drive organized by Sacramento Children's Home, a non-profit benefiting low-income and poverty line families and children. Those who participated chose a children's star and contributed to fulfilling a wish list of that child's needs. The supplies, which typically included popular items like toys and clothes, were then provided to the Sacramento Children's Home for distribution to children in need.

Additionally, we engage with nonprofit organizations through employee volunteering, board participation, and pro bono efforts as illustrated in Figure 5.

Accenture | Community Engagement

Academic Partners:

- California State University, Chico & East Bay
- Claremont Colleges
- Cristo Rey High School
- CSU Los Angeles
- CSU Northridge
- CSU Long Beach
- Los Rios Community College District
- Sacramento State University
- Santa Clara University
- San Francisco State University
- San Jose State University
- Stanford University
- STEM Advantage
- University of California, Berkeley & Davis
- University of California, Davis
- University of California, Irvine
- University of California, Los Angeles
- University of California, Riverside
- University of California, San Diego
- University of La Verne
- University of the Pacific
- USC
- Whittier College

Business Organizations:

- Bay Area Council
- California Life Sciences Association
- California Chamber of Commerce
- Greater Sacramento Economic Council
- Healthcare Businesswomen's Association
- Joint Venture Silicon Valley
- Sacramento Metro Chamber of Commerce
- San Francisco Chamber of Commerce
- Silicon Valley Leadership Group

Community & Non-Profit Partners:

- AbilityFirst
- AI4ALL
- ALPFA
- American Red Cross Silicon Valley
- America on Tech
- APLA Health
- Back on My Feet
- Best Buddies California
- Bridges from School to Work
- Brotherhood Crusade
- Center for Employment Opportunities
- Chrysalis
- City Plants LA
- Covenant House California
- Downtown Women's Center
- Dress for Success San Francisco & Silicon Valley
- Farming Hope
- First Graduate
- Foundation for Women Warriors
- Genesys Works Bay Area
- Golden Gate National Parks Conservancy
- GRID Alternatives
- Homeboy Industries
- Human-IT
- Junior Achievement Northern California
- Jewish Vocational Services
- KIPP Bay Area
- LISC-International Rescue Committee
- Los Angeles LGBT Center
- Los Angeles Waterkeeper
- Los Rios Colleges Foundation
- Minds Matter San Francisco
- National Veterans Transition Service Inc./ Reboot
- Orange County Coastkeeper
- Reading to Kids
- Refuge for Women

- Riordan Programs
- Rising Sun Center for Opportunity
- Sacramento Children's Home
- Sacramento Food Bank
- Sacramento LGBT Community Center
- San Diego Workforce Partnership
- San Francisco Baykeeper
- San Jose Library Foundation
- Sky's the Limit
- Stem Advantage
- StepUp
- The Roberts Enterprise Development Fund
- The Nature Conservancy
- Tree San Diego
- UniteLA
- United Way
- Upwardly Global
- Women's Empowerment
- Working Wardrobes

Tech Organizations:

- Community Tech Network
- Computer History Museum
- The Tech Interactive
- Women Who Code Silicon Valley

Strategic Boards & Committees

- America on Tech
- Back on My Feet
- Chrysalis
- LA Business Council
- LA Chamber of Commerce
- L.A. Works
- San Diego Chamber of Commerce
- Southern CA Leadership Council
- UC Irvine - Center for Digital Transformation
- SPUR



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Figure 5. Accenture is dedicated to giving back to the community in California.

In addition to doing good in our local communities, we are also committed to reducing our environmental impact, demonstrated by our ISO 14001 certification that highlights that we take an active role in limiting negative impacts that could arise from our operations. We have been globally certified since 2009.

2.1.5.3 Inclusion and diversity



At Accenture, our people are our largest and most important investment. We celebrate the diversity of ideas, opinions and contributions that may be influenced by a variety of ethnic backgrounds and can improve the way we work together and deliver services to our clients. For the Consortium, our diverse workforce brings with it a broader skill base, creativity, and innovation—bringing you improved business results. We aim to provide our people with

the resources and training to work effectively across cultures—both virtually and face to face. Our leadership imperative is clear: Create the future workforce—now.

2.1.5.3.1 CalSAWS IDEA initiative

The Inclusion, Diversity and Equity Advancement (IDEA) team at CalSAWS was created in 2019 with the mission to promote a visible commitment to diversity, equity and inclusion that guides our behaviors and business strategies in a manner that maximizes our ability to respect differences of employees and communities we serve. The first IDEA pillar— “Being the Change”—was prompted by the recent scale of recognition to social injustice and systematic racism in the U.S. Along with many other well-respected organizations, CalSAWS’ leadership recognized the need for underrepresented groups to feel included.

Using UCD, a group of 25 diverse employees participated in collaborative sessions to develop intentionally inclusive initiatives that will advance diversity, equity, and inclusion (DEI) at CalSAWS. The vision for the future of IDEA is to enhance, modify and transform the DEI culture at CalSAWS with the intention to cultivate a supportive and inclusive work environment while fostering equity and opportunity for all groups, using agile and innovative methodologies. The expansion of IDEA will incorporate more voices from diverse groups to maximize our ability to respect differences of the employees and communities we serve.

Some of the programs supported by IDEA are provided in Figure 6.

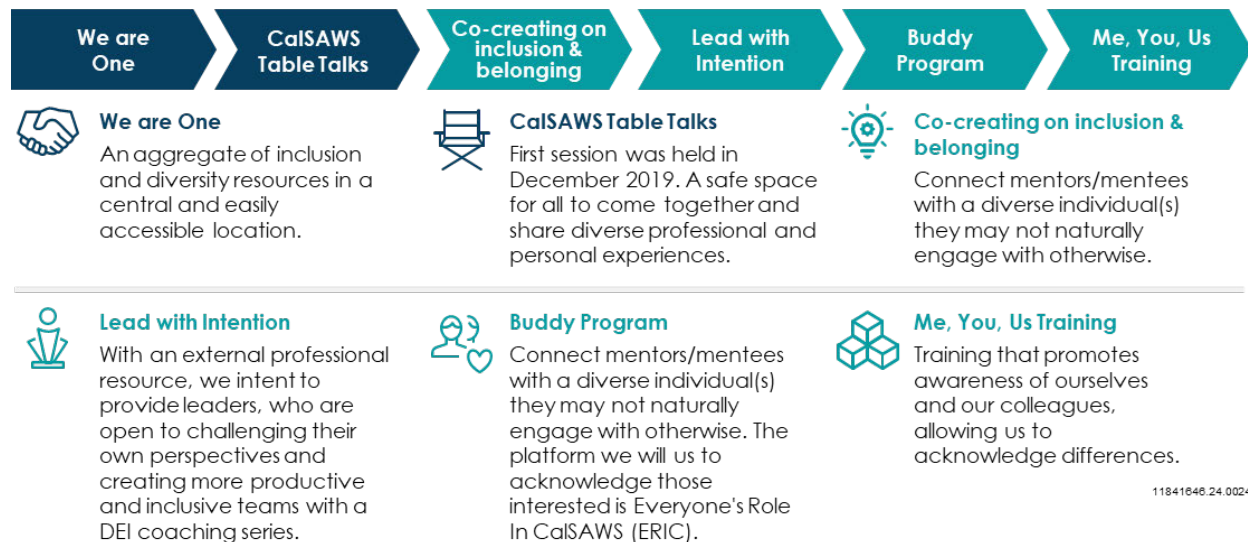


Figure 6. IDEA initiatives foster an environment of inclusivity and diversity.

2.1.5.3.2 Accenture's commitment to inclusion and diversity

As part of our talent strategy, we hire and develop people who have different backgrounds, different perspectives, and different lived experiences. These differences ensure that we have and attract the cognitive diversity to deliver a variety of perspectives, observations, and insights which are essential to drive the innovation needed to reinvent. To help achieve this diversity, we set goals, share them publicly, and collect data to measure our progress, continuously improve, and hold our leaders accountable for ensuring we have the most innovative and talented people in our industry. This approach is a key driver of our progress.

We recognize that some people come to us having faced obstacles as an aspect of their identity or lived experience. We are committed to harness these perspectives and ensure that all our people have the opportunity to thrive and unlock their full potential.

We are a meritocracy. Our intention is to foster a culture and a workplace in which all our people feel a sense of belonging and are respected and empowered to do their best work and to create 360° value for all our stakeholders. We are committed to helping all our people thrive, which includes advancing inclusion and diversity for women; people of different races and ethnicities; persons with disabilities; lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ+) people; people from different cultures; people with different religious and faith-based traditions; and people from different age and social groups.

Ongoing courses include: "Thriving Together—Building Resilience and Belonging," which supports feeling seen, safe, connected and courageous and was completed by approximately 66,000 of our people in fiscal 2023; "Unconscious Bias: Mitigating It Together," which more than 118,000 new joiners completed in fiscal 2023; and training on identifying, speaking up and reporting racism.

We expect our leaders at all levels to help cultivate and sustain a culture of equality, where everyone can achieve their professional and personal aspirations. This commitment starts at the top—with our Chair and CEO, our Board of Directors and our Global Management Committee. Our Board reflects our commitment, with 45 percent of director nominees from racially and ethnically diverse backgrounds* and 45 percent women, including our Chair and CEO Julie Sweet. Our Leadership Essentials set the expectation that our leaders consistently demonstrate their commitment to inclusion, diversity, and equality, and continuously build their inclusive leadership skills.

*For the purposes of our reporting, racial and ethnic diversity of our directors is based on self-reported EEO-1 categories. Please see our 2023 proxy statement for further information.

2.1.6 Firm references

The Contractor shall provide two references using the Attachment 9 – Firm References form. Each reference must clearly indicate the reference entity.

We provide the following references in Attachment 9 – Firm References:

- CalSAWS – Holly Murphy, CalSAWS PMO Director
- Centers for Medicare & Medicaid Services (CMS) – Corey Lloyd, Contracts Specialist
- California Department of Public Health (CDPH) – Maria Volk, Assistant Branch Chief, Immunization Branch at CDPH

2.2 Firm financial resources

Bidders will provide financial qualifications as contained in Section 5.2.1.3 associated with the prime Contractor and any Subcontractor providing at least 20% of the annual revenue during the base contract period.

We provide our financial qualifications below as required by RFP Section 5.2.1.3 (Req# F6 – F8). Neither of our two subcontractors will provide more than 20 percent of the annual revenue during the base contract period, therefore no financial information is provided for them.

F6 - The Bidder will provide financial statements for the past two (2) fiscal years for the Contractor and each Subcontractor. These must be audited financial statements unless audited statements are not a part of the routine business practices of the firm. The Consortium will accept financial statements audited according to either Generally Accepted Accounting Principles (GAAP), Statutory Accounting Principles (SAP) of the National Association of Insurance Commissioners (NAIC) or the International Financial Reporting Standards (IFRS).

We provide our audited financial statements (SEC form 10-K) for 2023 and 2022 in the attached PDF files labeled as **10-K_2023 - Accenture** and **10-K_2022 - Accenture**.

F7 - The Bidder must also provide a copy of its Dun & Bradstreet (D&B) D-U-N-S number and Business Information Report, inclusive of its D&B viability and credit ratings.

Our Dun & Bradstreet number is 985015354 and we have attached our 2023 Business Information Report as **DnB Report 022124 - Accenture**. We do not endorse the D&B rating, as their methodology for assessing risk is not an entirely accurate assessment of the company. One of D&B's primary factors for ratings is payment history which can be misleading for companies like Accenture who pay contractors on 60-day terms. D&B views a 60-day payment term as "negative." We have much more confidence in the analysis of the three major ratings agencies, which results in our having ratings of Aa3 (Moody's), AA- (S&P), and A+ (Fitch), placing us at the top-end for IT Services companies.

F8 - These financial statements must be accompanied by a signed statement from the Bidder's or its Parent Company's Chief Executive Officer, Chief Financial Officer and/or Designee(s), certifying the financial information is accurate and complete. Alternatively, financial statements that include a signed statement by the independent certified public accountant, made a part of the financial statement, will suffice for the certification letter.

The attached financial statements labeled as **10-K_2023 - Accenture** and **10-K_2022 - Accenture**, each contain a signed statement by KPMG, an independent certified public accountant, certifying the financial information is accurate and complete.

2.3 Subcontractor additional details

The Contractor shall provide a detailed description of all Work to be performed by the Subcontractor(s) providing at least 20% of the annual price during the base contract period, including:

- Any Tasks, or portions thereof, that will be subcontracted must be identified and defined;
- Each Subcontractor(s) responsible shall be identified by name;
- The rationale for selection of the Subcontractor(s) must be stated; and
- The exact type and amount of Work to be done by each Subcontractor must be identified and defined.

Led by Accenture, our team includes subcontractors for public relations and translation services. Both subcontractors will provide less than 20 percent of the annual price during the base contract period. However, we are proud to share details about each partner below, including the type and amount of work they will perform and our rationale for selecting them.



United Language Group (ULG) will provide the live person review of translations for the portal pages and any materials created for marketing and outreach. We selected ULG because they are one of the world's leading translation and interpretation companies, providing services in over 200 languages. The translations will be done first by our AI to improve efficiency by 50+ percent. ULG is the current translation provider for CalSAWS and is our partner in an AI translation pilot with CalHHS. They have the capability to conduct translations at scale across all the languages required and have a good record working with the State.



Lucas Public Affairs (LPA) will provide media relations and PR support as part of the Marketing Communications team. We selected LPA because they are a California-based public affairs firm that delivers smart strategy, diversity of thought and deep-rooted connections to get the right people to care about issues that define our state's future. They partner with the state's leading foundations, nonprofits, businesses, and government entities to strategically navigate the crossroads of policy, politics, and communications on the issues that define California's future. Subcontracting LPA for PR services will be more cost-effective than maintaining an in-house PR team. It eliminates the need for full-time salaries, benefits, and overhead costs associated with an internal PR department. This allows for efficient resource allocation and cost management, saving the Consortium money.

Additionally, the Contractor shall delineate the percentage of the total BenefitsCal Services Work each Subcontractor will perform by SFY. The percentage of Work shall be calculated using the Subcontractor's portion of the total number of Work hours or by using another method such as the Subcontractor's portion of the prime Contractor's total price. The Contractor shall separately delineate the percentage of the total BenefitsCal Services Work any Minority or MWBEs or Disabled Veteran Owned Business Enterprises will perform by SFY.

In Table 3, we delineate the percentage of the total BenefitsCal Services work each subcontractor will perform by SFY. None of our subcontractors will perform more than 20 percent of the total work during the base contract period and we are not using any minority, MWBE, or DVBE enterprises.

Subcontractor name and type of work	Year (SFY)	Percentage of total BenefitsCal Services work
United Language Group (ULG) Translation Services	2025	Less than 1.5% of BenefitsCal Services work
	2026	Less than 1.5% of BenefitsCal Services work
	2027	Less than 1.5% of BenefitsCal Services work
	2028	Less than 1.5% of BenefitsCal Services work
	2029	Less than 1.5% of BenefitsCal Services work
	2030	Less than 1.5% of BenefitsCal Services work
	2031	Less than 1.5% of BenefitsCal Services work
Lucas Public Affairs (LPA), a subsidiary of Public Policy Holding Company, Inc. (PPHC) Public Relations	2025	Less than 1.5% of BenefitsCal Services work
	2026	Less than 1.5% of BenefitsCal Services work
	2027	Less than 1.5% of BenefitsCal Services work
	2028	Less than 1.5% of BenefitsCal Services work
	2029	Less than 1.5% of BenefitsCal Services work
	2030	Less than 1.5% of BenefitsCal Services work
	2031	Less than 1.5% of BenefitsCal Services work

Table 3. None of our subcontractors will perform more than 20 percent of the total work during the base contract period.