Learning and Development Services for the State of Indiana, Department of Administration

Attachment E-Business Proposal
Request for Proposal 24-77693
Due Date: January 23, 2024

Submitted by:
Conduent State Healthcare, LLC
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Florham Park, NJ 07932

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RFP 24-77693
BUSINESS PROPOSAL
ATTACHMENT E

Instructions: Please provide answers in the shaded areas to all questions. Reference all attachments in the shaded area.

Business Proposal

2.3.1 General (optional) - Please introduce or summarize any information the Respondent deems relevant or important to the State's successful acquisition of the products and/or services requested in this RFP.

The Division of Family Resources (DFR) can have confidence in the ability of Conduent to deliver high quality, effective learning, and developmental services with **no risk of transition or disruption of services**. With our experienced team that has over 400 collective years of experience working with you to support Hoosiers, and our proven history of success and collaboration, DFR can be assured that Conduent meets and exceeds all RFP requirements. Our qualifications are unmatched, the experience of our team is irreplaceable, and our performance metrics set us on a clear path for our collective future success.

Extensive Health and Human Services Program Experience

Hoosiers benefit from the experience that Conduent State Healthcare, LLC brings to DFR through the services we have provided to multiple state health and human services programs over the past 50 years, many of similar size and scope to the DFR Learning and Development Services project and our direct experience as your incumbent. We currently support 30 states, the District of Columbia and Commonwealth of Puerto Rico.

Our Financial Strength

Backed by a $3.9 billion, publicly traded corporation, we offer the financial strength and capacity to meet all contractual requirements on the first day of the contract as well as throughout the full term. Supporting over 600 government agencies, DFR can be assured of our commitment to Indiana and our continued support of public assistance programs.

Industry Recognition and Commitment to DE&I

We are a recognized leader in training services, being named to Training Industries Top 20 training companies for the 18th year. We've received awards

and recognition from Forbes, Comparably and others for our commitment to Diversity, Equity, and Inclusion (DE&I) and Newsweek as "Most Loved Workplace" promoting a positive and inclusive workplace culture, which demonstrates that our corporate values align with those of the state of Indiana.

Our commitment to Diversity, Equity, and Inclusion (DE&I) extends to our subcontracting partners and working with certified diverse suppliers. Engaging small, diverse businesses in the work that we do is important to us and part of our standard practice. We conduct a thorough review to identify our subcontracting partners and we are proud that we bring three Indiana certified, minority- and women-owned businesses enterprises to this engagement, **all of which are located in Indiana and are partnered exclusively with us**. These important partners bring experience supporting our current work for DFR, strong credentials, as well as a strong record of performance.

References

One of the best measures of a vendor's success and ability to provide services is through current clients and project references. We truly value our partnerships with our clients and our role in supporting their mission. We have included three references for learning and development services projects of similar size and scope that can attest to our capabilities, flexibility, responsiveness, and collaboration as their partner to contribute to their success.

2.3.2 Respondent's Company Structure - Please include in this section the legal form of the Respondent's business organization, the state in which it was formed (accompanied by a certificate of authority), the types of business ventures in which the organization is involved, and a chart of the organization. If the organization includes more than one (1) product division, the division responsible for the development and marketing of the requested products and/or services in the United States must be described in more detail than other components of the organization. Please enter your response below and indicate if any attachments are included.

Conduent State Healthcare, LLC. (Conduent), is the bidding entity for this project and wholly accountable for performance of the full scope of work for the DFR Learning and Development Services project.

We provide required information related to our company structure in Table 2.3-1.

Table 2.3-1. Conduent Company Structure	
Requirement	**Response**
Legal form of business organization	Conduent State Healthcare, LLC, is a wholly owned subsidiary of Conduent Incorporated. Conduent Incorporated is a leading diversified business process outsourcing and information technology services firm supporting many Fortune 100 companies and over 600 government agencies. It is a publicly traded corporation (NASDAQ: CNDT) with $3.9 billion in annual revenue in 2022. We have approximately 59,000 employees worldwide, 28,000 of whom are customer service representatives who manage more than 2.5 million customer interactions each day.
The state in which it was formed (accompanied by a certificate of authority)	Conduent State Healthcare is a limited liability company formed in Delaware on March 25, 1999. Conduent State Healthcare, LLC traces its origins to the entity formed in Georgia on June 19, 1970, as Consultec Inc., which provided technology solutions to state health and human services agencies. Conduent is registered to do business in Indiana, and we have included our current Certificate of Authority, in Attachment J, Section 5.0 Respondent Additional Attachments.
The types of business ventures in which the organization is involved	Conduent helps government agencies in 45 states automate and optimize the delivery of healthcare and social services to better serve residents, families, and individuals. Conduent provides eligibility support services, including call centers and training services along with technology solutions to support our government clients with the administration of public assistance programs including assisting recipients in applying for and receiving Medicaid, CHIP, SNAP, TANF and other program benefits.
A chart of the organization	We provide our corporate organization chart including clear lines of authority in Figure 2.3.1.
If the organization includes more than one (1) product division, the division responsible for	Conduent State Healthcare, LLC. (Conduent) is the division responsible for this contract and its completion. We help state health and human services agencies streamline enrollment, determine

the development and marketing of the requested products and/or services in the United States must be described in more detail than other components of the organization.	eligibility, proactively engage constituents, and enable seamless access to benefits and programs, while aligning with program regulations. We provide program administration solutions for government-funded healthcare and social services programs that reduce costs, streamline operations, increase program participation, and improve compliance. We currently provide all the learning and development services required in this RFP to Family and Social Services Administration (FSSA)/DFR to support Indiana's eligibility operation as well as to several similar agency operations in other states.

As shown in the organization chart, Conduent State Healthcare, LLC is a subsidiary of Conduent Incorporated.

In Figure 2.3-1, we provide our corporate organization chart that highlights the Eligibility and Engagement Services line of business, which is the placement of the Indiana DFR Learning and Development Services project, with specific lines of authority to our corporate parent company.

[redacted]

Figure 2.3-1. Corporate Organization Chart.

Conduent State Healthcare, LLC and our reporting structure offers Indiana substantial support from Conduent Incorporated.

2.3.3 Respondent's Diversity, Equity, and Inclusion Information - With the Cabinet appointment of a Chief Equity, Inclusion, and Opportunity Officer, on February 1, 2021, the State of Indiana sought to highlight the importance of this issue to the state. Please share leadership plans or efforts to measure and prioritize diversity, equity, and inclusion. Also, what is the demographic composition of Respondents' Executive Staff and Board Members, if applicable.

We support the State's prioritization of Diversity, Equity, and Inclusion. At Conduent**, Diversity, Equity,** and **Inclusion** are not just words on paper or a goal to meet; they are part of our core values and the way we do business. Through teamwork, professionalism, respect, and inclusiveness, we create an environment where our team can achieve their goals and make our clients more successful. Measuring and prioritizing DE&I is part of our core company values as shown in Figure 2.3-2.

Our commitment to diversity and inclusion **starts at the top**, with CEO Clifford Skelton continuing Conduent's participation with CEO Action for Diversity & Inclusion™, the largest CEO-driven business initiative to advance diversity and inclusion within the workplace. In addition, our Global Vice President for Diversity & Inclusion, Remy Kaul, is responsible for developing, implementing, and tracking the success of our overall diversity strategy for Conduent.

Figure 2.3-2. A Culture Interwoven with DE&I Represents Our Commitment to Our People.
The unique and diverse experiences, perspectives, and skill sets of our global workforce are our greatest asset.

Board of Directors' Governance Framework

The commitment of our Board of Directors is to conduct business in an environmentally sustainable and socially responsible manner in all our

interactions with our stakeholders, including clients, associates, suppliers, shareholders, and global communities. We believe that the backgrounds and qualifications of the directors, considered as a group, should provide a broad diversity of experience, professions, skills, geographic representations, knowledge, and abilities that will allow the Board to fulfill its responsibilities.

Board Demographic Composition

The Board **recognizes the tremendous value of having a diverse collection of directors**, and as such, also places value on candidates who are women, from an underrepresented racial or ethnic group, who are LGBTQ+, have disabilities, are military veterans, or have other diverse or underrepresented characteristics.

Figure 2.3-3 shows the composition of Conduent's Board.

Figure 2.3-3. A Diverse Board of Directors Equals a Diverse Company.
By leading with example, we can integrate DE&I into business practices so that it becomes a part of what we do and who we are.

Conduent's Diversity, Equity, and Inclusion Strategies

We continually **strive to create teams that are demographically representative of the communities** where we employ them, as well as the clients we serve. We have several practices in our talent systems to attract, develop, and retain diverse talent.

It's vital to recognize that we cannot sustain diversity and inclusion gains unless our workplace promotes and encourages new ways of problem-solving and diversity of thought. To accomplish that, we promote understanding and inclusion through a comprehensive set of diversity initiatives and strategies, including:

- A balanced workforce strategy that drives equitable people representation

in all areas of our company, all around the world

- Work-life programs that assist our associates in the many aspects of their personal lives
- Education and training for all our associates on diversity programs, policies, and achievements
- Continual development and evolution of strategies that leverage diversity to gain a competitive global advantage and to drive market excellence
- A supplier diversity program that facilitates our active commitment to purchasing supplies and products from small and diverse enterprises
- Partnering with companies sharing the same goals
- Employee Mentoring programs within the Women's Impact Group
- Mitigation of diversity disparities by identifying shortfalls and closing those gaps

Enabling a diverse and inclusive work environment is more than management-driven programs and initiatives. All Conduent employees play an important role in treating their teammates with dignity and respect; and valuing them for their unique talents and contributions. Our commitment is that each employee become familiar with the values that support our inclusive culture. Figure 2.3-4 displays such commitments toward DE&I and our colleagues.

Figure 2.3-4 Our Values Drive our Successes.
Ethical Values are critical to the success of the organization, and so are the people within it.

Advancing Diversity and Inclusion

Our diversity and inclusion efforts **are central in creating an engaging culture, providing a competitive advantage in serving our clients, and growing our business.** Our actions in recent years included:

- A comprehensive cross functional Environmental, Social, and Governance (ESG) program and steering committee with Board oversight
- Ongoing transparency and reporting on ESG topics including disclosure of

ESG data aligned with SASB Standards and TCFD Recommendations

- Launching a new DE&I Learning Pathway
- Launching a diversity data and analytics dashboard
- Pledge to CEO Action for Diversity and Inclusion
- Conduent's Healthy Communities Institute provided data and actionable insights on health equity to over 100 communities through our technology and consulting
- Expanded Human Rights Policy to include risk assessments and audits throughout our value chain and developing supplier accountability

Result Highlights

Diversity makes Conduent stronger as a company and creating an inclusive culture where all associates thrive creates value for the customers, clients, and communities that we serve. In fact, our commitment to DE&I has received recognition **from the Human Rights Campaign, Forbes, and Comparably for multiple years in a row.** We see our diversity as a competitive advantage and critical to creating a culture of inclusion, high performance, and growth. As a result, we have earned the awards shown in Figure 2.3-5.

Figure 2.3-5. The Awards Showcase a Culture of DE&I Support Spanning All Levels of Our Organization.
These awards are a testimony to our commitment and values, resulting in industry recognition, and an increase in client engagement on DE&I topics.

Employee Impact Groups and Mentoring

Our Employee Impact Groups (EIGs) are diverse communities that enhance the associate experience through engagement, development, and collaboration. EIGs bring value to participants and Conduent through cultural education and awareness, market and community outreach, professional development, recruiting and retention, and client engagement. These EIGs align strategically with our business functions to drive experience in four key areas – Culture, Professional Development, Community, and Innovation. Our active EIGs include:

- Women's Impact Network (WIN)
- Black Impact Group (BIG)
- DisAbility Impact Group (DIG)
- Pride
- LatinX
- Conduent Asian Network (CAN)
- Conduent Salutes!
- Generations

We take these EIG seriously. We provide Mentorship Programs and deployed hours of professional development activities, tailored to address the specific needs of our diverse workforce. Investing in the workforce yields its results, and since 2020 there has been a 138% increase in membership in EIGs. Figure 2.3-6 displays the latest results as of 2022 *(Published in June 2023)*.

Figure 2.3-6. A DE&I Strategy with Measurable Results.
Our Social Responsibility Report published in June of each year is proof that investing in DE&I has its benefits across the organization.

Business Relationships

Conduent has a commitment to utilizing diverse suppliers. We are continually looking for new subcontracting partners and maintain a database of current diverse suppliers to maximize the opportunities for small business enterprises to participate in the delivery of our solutions. To find firms for inclusion in specific state and local government business opportunities, we adhere to a proven approach for identifying firms that can provide quality products and services in a timely and competitive fashion. In many cases, we use historical data, knowledge of the industry, and estimated value of contracts to develop subcontracting goals with businesses owned by minorities, women, veterans, persons with a disability, and small business enterprises. Figure 2.3-7 shows a high-level overview of Conduent, Inc. spending with diverse companies *(Source: 2022 Corporate Social Responsibility Report).*

Sourceable U.S. Spend by Diversity Category

Diversity category	Percentage
MBE	44.6%
SBE	26.3%
WBE	21.3%
VBE	3.2%
DBE	2.3%
HUBZone Certified	1.1%
Disabled Owned	0.2%
8(A) Designation	0.8%
Total	**99.8%**

Figure 2.3-7. Conduent Diverse Spending Overview.
We look for opportunities to partner with diverse companies to support our client delivery activities.

We have current agreements and relationships across the company with small businesses and/or minority-owned, woman-owned, and veteran-owned business enterprises nationwide. When partnering with these companies, we use the same approach as we do with our large company partners and focus on bringing the overall best value for our clients.

Diversity for DFR Learning and Development Services

To continue providing a high quality and consistent service throughout this project for DFR, we are partnering with the following three minority and women-owned business enterprise subcontractors, all of them with high

qualifications, certifications, and located either in Indianapolis or Marion, Indiana, thus supporting the local workforce.

[redacted]

Lastly, the current team supporting DFR is evidence of our DE&I values in practice, with 84% female and 16% male, as shown in Figure 2.3-8.

Figure 2.3-8. Indiana FSSA Team's Gender Diversity.
A strong female presence enables us to embrace diversity and act inclusively in all aspects of the organization, including the Indiana DFR Learning and Development Services Project.

2.3.4 Company Financial Information - This section must include documents to demonstrate the Respondent's financial stability. Examples of acceptable documents include most recent Dunn & Bradstreet Business Report (preferred) or audited financial statements for the two (2) most recently completed fiscal years. If neither of these can be provided, explain why, and include an income

statement and balance sheet, for each of the two most recently completed fiscal years.

If the documents being provided by the Respondent are those of a parent or holding company, additional information should be provided for the entity/organization directly responding to this RFP. That additional information **should explain the business relationship between the entities and demonstrate the financial stability of the entity/organization which is directly responding to this RFP.**

Conduent State Healthcare, LLC (Conduent) is a subsidiary of our publicly traded parent company, Conduent Incorporated. Conduent is backed by a consistent record of financial strength that reflects our commitment to clients and responsible business practices. Extensive corporate resources support our ability to staff projects and meet all contractual obligations adequately through a management infrastructure that includes stringent financial controls, project manager accountability, and continuous performance oversight at all levels of the organization. The financials of Conduent State Healthcare are not reported separately and are included in the 10-K and other financial instruments filed with the Securities Exchange Commission (SEC) for Conduent Incorporated.

Under the SEC instructions for Item 8 of Part II of Form 10-K, the SEC requires that financial statements meet the requirements of Regulation S X, including but not limited to, 17 CFR §210.3-01, et seq. Following Regulation S X, Conduent Incorporated prepares and submits consolidated financial statements in its annual report on Form 10-K. These consolidated financial statements are prepared per the Generally Accepted Accounting Principles, audited by PricewaterhouseCoopers, and submitted to the SEC by the requirements of Regulation S X. In preparing these consolidated financial statements, we complete an analysis of materiality on the overall parent company level, which includes all its subsidiaries. It is widely accepted among publicly traded companies with wholly owned subsidiaries to report all subsidiary's financial picture in a consolidated financial statement under the name of the parent. All our government and commercial customers, as well as our lending institutions, accept this practice.

Conduent Incorporated contracts with Moody's, Standard and Poor's, and Dun and Bradstreet for credit analysis and reports. They can be obtained by visiting *www.moodys.com*, *www.spglobal.com*, *or* *www.dnb.com*.

Audited Financial Statements

We include the audited 2022 and 2021 Annual Reviews of Conduent Incorporated, which are the most recent as of the submission of this proposal, as attachments. The Annual Reviews include the Forms 10-K, which have the

most recent two years of financial statements as well as additional information demonstrating financial stability and the ability to meet the financial responsibilities for the requirements to perform the DFR Training Services. The Forms contain certified financial statements which include a balance sheet, income statement, statement of cash flow, and all applicable notes for the fiscal years ending December 31, 2022, and December 31, 2021.

These audited financial statements and other financial information contained within the 10-K demonstrate that our financial resources are sufficient to fully support the DFR Learning and Developmental Services project and meet the terms of the contract.

Our audited financial statements for the two (2) most recently completed fiscal years, have been included in Attachment J, Section 5.0, Respondent Additional Attachments.

2.3.5 Integrity of Company Structure and Financial Reporting - This section must include a statement indicating that the CEO and/or CFO, of the responding entity/organization, has taken personal responsibility for the thoroughness and correctness of any/all financial information supplied with this proposal. The areas of interest to the State in considering corporate responsibility include the following items: separation of audit functions from corporate boards and board members, if any, the manner in which the organization assures board integrity, and the separation of audit functions and consulting services. The State will consider the information offered in this section to determine the responsibility of the Respondent under IC 5-22-16-1(d).

Conduent's Chief Executive Officer, Clifford A. Skelton, certified the thoroughness and correctness of Conduent Incorporated's financial information in the Annual Report on Form 10-K, supplied in this proposal.

We understand that the areas of interest to the State in evaluating corporate responsibility include:

- Separation of audit functions from corporate Boards and Board members
- The manner in which the firm assures Board integrity
- The separation of audit functions and consulting services

We acknowledge that the State will consider the information offered in this section to determine the responsibility of Conduent under IC 5-22-16-1(d).

Separation of Audit Functions from Corporate Boards and Members

The Audit Committee of the Board of Directors, composed solely of independent directors, meets regularly with the independent auditors,

PricewaterhouseCoopers, LLP, internal auditors, and representatives of management to review accounting, financial reporting, internal control, and audit matters, as well as the nature and extent of the audit effort. The Audit Committee is responsible for the engagement of the independent auditors. The independent auditors and internal auditors have free access to the Audit Committee.

Assurance of Board Integrity

We aim to be a role model in ethical behavior and business practices while nurturing a culture of integrity, openness, and inclusion. Our Company's Board of Directors is 88% percent independent. Conduent's Corporate Governance Guidelines reflect the Board's commitment to monitor the effectiveness of policy and decision-making, both at the Board and management levels, to enhance long-term shareholder value. We have adopted a code of ethics applicable to our principal executive officer, principal financial officer, and principal accounting officer. The Corporate Governance Guidelines and Finance Code of Conduct can be found on our website at: https://www.conduent.com/corporate-governance/.

Separation of Audit Functions and Consulting Services

We confirm that our independent audit firm, PricewaterhouseCoopers, LLP, does not perform any consulting services for Conduent, thus validating the integrity of their independence as a third-party auditor. More information on the integrity of our company structure and financial reporting is included in our financial statements found in Attachment J.

2.3.6 Contract Terms/Clauses - Please provide the requested information in RFP Section 2.3.6.

Conduent has reviewed the sample contract provided in Attachment B. Per the RFP we indicate in Attachment J, our acceptance of mandatory contract clauses.

In accordance with RFP Section 2.3.6, Contract Terms/Clauses, Conduent hereby respectfully submits certain limited exceptions for the State's consideration. These exceptions are generally intended as clarifications, modifications and/or additions, and not as material deviations from the RFP requirements.

Conduent's suggested language revisions and/or additions are shown as blue text in the "Proposed Exception" column in Table 2.3-2. Conduent Proposed Exceptions and suggested omissions are indicated in red text with a

strikethrough. We are confident that through good faith negotiations that we can resolve each of the items below to the mutual satisfaction of both parties, and we would welcome an opportunity for further discussions with Indiana IDOA and FSSA.

Table 2.3-2. Conduent Proposed Exceptions

[redacted]

[redacted]

[redacted]

[redacted]

2.3.7 **References** - Reference information is captured on **Attachment H** Respondent should complete the reference information portion of the **Attachment H** which includes the name, address, and telephone number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information if the State elects to do so. The rest of **Attachment H** should be completed by the reference and **emailed DIRECTLY** to the State. The State should receive three (3) **Attachment Hs** from clients for whom the Respondent has provided products and/or services that are the same or similar to those products and/or services requested in this RFP. **Attachment H** should be submitted to idoareferences@idoa.in.gov. **Attachment H** should be submitted no more than ten (10) business days after the proposal submission due date listed in Section 1.24 of the RFP. Please provide the customer information for each reference.

Customer 1	
Legal Name of Company or Governmental Entity	[redacted]
Company Mailing Address	
Company City, State, Zip	
Company Website Address	
Contact Person	
Contact Title	
Company Telephone Number	
Company Fax Number	
Contact E-mail	
Industry of Company	
Customer 2	

Legal Name of Company or Governmental Entity	[redacted]
Company Mailing Address	
Company City, State, Zip	
Company Website Address	
Contact Person	
Contact Title	
Company Telephone Number	
Company Fax Number	
Contact E-mail	
Industry of Company	
Customer 3	
Legal Name of Company or Governmental Entity	[redacted]
Company Mailing Address	
Company City, State, Zip	
Company Website Address	
Contact Person	
Contact Title	
Company Telephone Number	
Company Fax Number	
Contact E-mail	
Industry of Company	

2.3.8 Registration to do Business – Per RFP 2.3.8, Respondents providing the products and/or services required by this RFP must be registered to do business by the Indiana Secretary of State. The Secretary of State contact information may be found in Section 1.18 of the RFP. This process must be concluded prior to contract negotiations with the State. It is the successful Respondent's responsibility to complete the required registration with the Secretary of State. Please indicate the status of registration, if applicable. Please clearly state if you are registered and if not provide an explanation.

Conduent State Healthcare, LLC is registered with the Indiana Secretary of State with Business ID #2001080300260.

2.3.9 Authorizing Document - Respondent personnel signing the Executive Summary of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority. A copy of corporate bylaws or a corporate resolution adopted by the board of directors indicating this authority will fulfill this requirement. Please enter your response below and indicate if any attachments are included.

Our Vice President, [redacted], is the authorized authority to sign the Executive Summary for the bidding entity. He is based in our New Jersey headquarters office.

As per RFP section 2.3.9, we provide the authorizing document in Attachment J, Section 5.0, Respondent Additional Attachments. This document contains proof of [redacted] authority to commit the organization contractually.

2.3.10 Diversity Subcontractor Agreements

a. Per RFP Section 1.21, Minority & Women's Business Enterprises (MBE/WBE) please explain the process followed to engage with potential MBE and WBE owned, Indiana-certified businesses listed on the Division of Supplier Diversity site. List the businesses invited to discuss the opportunity for potential partnership.
b. If not proposing each MBE or WBE subcontractor partnership, explain the rationale for declining to do so. Complete this for each category not proposed.

In compliance with RFP Section 1.21 and our commitment to diversity and inclusion, we have proactively engaged with MBE/WBEs for subcontracting partnerships. Conduent is dedicated to including historically underutilized businesses in the performance of our contracts. Our process involves thorough research and outreach to businesses certified in Indiana and listed on the Division of Supplier Diversity site, aiming to align the project goals with the expertise and capabilities of these important partners. With our long history of partnering with MBE, WBE and other diverse businesses, our Global Procurement division maintains the list of potential subcontracting partners, the contracts they currently and previously were engaged on, as well as their performance on projects; all of which are considered when selecting these businesses for participation in projects. Our Global Procurement team also accesses the Division of Supplier Diversity site to identify additional subcontracting partners that can provide services to support the project. Through these efforts, we support our corporate goal of engaging diverse suppliers whenever possible. Additional information on our corporate mission

for DE&I is provided in our response to section 2.3.3.

Our Subcontractor team was hand-selected not only because of their ability to provide Indiana-based support but also because of their specific areas of expertise in Instructional Design, Content Development and Writing, Delivery of Instructor-Led training, both virtual and in-person, as well as staffing including their specific performance of these services supporting the current contract.

Our Subcontractor team is all based in Indiana, and we are pleased to propose these three distinguished subcontractors for our project:

[redacted]

- [redacted]
- [redacted]

[redacted]

- [redacted]
- [redacted]

[redacted]

- [redacted]
- [redacted]

Additional detail on our subcontracting partners can be found on Attachment A.

2.3.11 Evidence of Financial Responsibility – Removed at the request of the agency. This section will indicate the ability to provide the mandatory evidence of financial responsibility. See Section 1.25 of RFP for details.

There is no response to section 2.3.11 because it was removed at the agency's request.

2.3.12 General Information - Each Respondent must enter your company's general information including contact information.

Business Information	
Legal Name of Company	Conduent State Healthcare, LLC, a wholly owned subsidiary of Conduent Incorporated.
Contact Name	[redacted]
Contact Title	
Contact E-mail Address	
Company Mailing Address	
Company City, State, Zip	
Company Telephone Number	
Company Fax Number	
Company Website Address	www.conduent.com
Federal Tax Identification Number (FTIN)	58-2479287
Number of Employees (company)	Conduent State Healthcare, LLC has 2,777 employees and Conduent Inc. has 59,000 employees.
Years of Experience	More than 50 years of experience supporting government health and human services agencies. Conduent State Healthcare, LLC traces its origins back to Consultec, Inc. formed in 1970.
Number of U.S. Offices	[redacted]
Year Indiana Office Established (if applicable)	2009
Parent Company (if applicable)	Conduent Incorporated
Revenues ($MM, previous year)	$3.9 billion (2022)
Revenues ($MM, 2 years prior)	$4.1 billion (2021) and $5 billion (2020)
% of Revenue from Indiana customers	[redacted]

a. Does your Company have a formal disaster recovery plan? Please provide a yes/no response. If no, please provide an explanation of any alternative solution your company has to offer. If yes, please note and include as an attachment.

Yes, Conduent is equipped with a Business Continuity Plan (BCP) which lists the procedures to follow ranging from times of minor disruptions to times of potential disasters involving loss of personnel, vendors and/or resources. However a specific Disaster Recovery Plan for the State of Indiana systems and infrastructure is not in place as the State of Indiana owns and maintains all aspects of the FSSA IT infrastructure All private and protected information , including but not limited to protected private information, protected health information, and State of Indiana owned proprietary information is housed on resources and the network owned and maintained by the State of Indiana.

We have attached a copy of the outline of the Conduent Standard BCP (Attachment J, Section 5.0), which includes a high-level description of Conduent's disaster recovery processes and procedures.

b. What is your company's technology and process for securing any State information that is maintained within your company?

We understand the importance of securing and protecting the confidential information managed as a result of normal operations for all of our projects. For the DFR Training and Developmental Services project, historical contract documents, monthly performance reporting documents, and trainer resources are stored in Conduent's Teams and SharePoint channels.

Users must have Conduent-issued credentials to request access to the SharePoint sites. Conduent team members for DFR, [redacted] serve as owners of these sites and determine access and permission levels. The Conduent SharePoint sites include the categories and information defined below.

Training Leadership Workgroup

The Training Leadership Workgroup contains contract documents, monthly billing and reporting, and other sensitive information. Access is granted on a need-to-know basis and is limited to specific channels within the Teams/SharePoint sites. Each channel within the SharePoint site is private and access must be granted via an owner.

Additionally, owner access is restricted to the senior manager, senior supervisor, and analysts, and member access is restricted to the senior director and finance analyst.

Training Delivery

The training delivery subsite contains trainer resources, guidelines, and file templates. Members have access to all channels. Information stored here is not sensitive.

Owner access is restricted to the senior manager, senior supervisor, supervisor, and analysts. Member access is granted to trainers only.

Training Content

This is a repository for final documents related to updates for IEDSS Online Help, which includes reference materials, system updates, and other technical documents. All editing and storage of documents is handled in a State-owned SharePoint site.

The owner access is restricted to the senior manager, senior supervisor, and analysts and member access is restricted to the technical writers.

IOT administers and secures the SharePoint sites on the Indiana State network, which stores the Indiana State information.

Users must have FSSA credentials to request access to the SharePoint sites. Our FSSA State partners and owners of the SharePoint sites determine access on a need-to-know basis in accordance with State guidelines. Each channel is private within the SharePoint sites and access is granted by one of the owners. All training curricula documents, the lesson repository, training trackers, and metric validation data are stored here. Additional resources stored this way include:

- Curriculum
- Gateways
- iLMS Administration
- Lesson Repository
- Metric Validation
- Training Trackers
- Training-Vendor Collaboration

2.3.13 Experience Serving State Governments - Please provide a brief description of your company's experience in serving state governments and/or quasi-governmental accounts.

Every year Conduent trains thousands of learners (Conduent, client, and third-party vendors) to provide mission-critical services to our government customers and the millions of people who count on them

Conduent has extensive experience serving state and quasi-governmental accounts that spans five decades. From the beginning, our focus has been supporting state health care and social services agencies and the vitally important work they do in supporting and improving the lives and well-being of individuals and families. We appreciate Conduent's ability to support the important work of our state clients and the millions of people who count on them.

We leverage our far-reaching government program experience nationwide including customer service and the associated learning and developmental services required, to effectively deliver health and human services solutions to our government clients, including DFR. Figure 2.3-10 shows a high-level overview of the broad array of services we provide and the years of experience providing them to our public sector customers.

Figure 2.3-4. Conduent Years of Experience.
Conduent provides a broad range of solutions and services to support health and human services programs nationwide.

We bring a unique combination of proven operational expertise, innovative technology, and over 50 years of experience serving state and federal government customers. We design, develop, customize, and implement training to meet the specific needs of each of our clients. We understand health coverage and eligibility determination issues from a holistic and consumer perspective. Our dedicated specialists across the United States have been

helping citizens gain access to public assistance programs for decades. Figure 2.3-11 illustrates our experience providing health and human services solutions to state governments and demonstrates our ability to successfully handle large-scale operations across many lines of business and government accounts, including learning and developmental services.

Figure 2.3-5. Conduent's Health and Human Services Coverage-Related Experience Nationwide.
Our wide range of experience servicing state governments demonstrates our understand of public assistance programs

Overall, we provide health and human services solutions, the majority of which require learning and development services as an integral component of every project, to 32 states, the District of Columbia, and Commonwealth of Puerto Rico. Our services include Eligibility and Enrollment, Medicaid, CHIP, Long Term Care, Health Insurance Exchange (HIX), Behavioral Health, federal employee benefits, Pharmacy Benefits Management (PBM), SNAP, TANF and other public assistance programs. We also hold public health contracts in Australia, the United Kingdom, and the Commonwealth of Northern Mariana Islands.

Other Quasi-Governmental Accounts

We provide services to quasi-governmental accounts including multiple state health benefit exchanges and our sister companies support state insurance funds and federal fund programs.

Conduent's Transportation segment provides systems, support, and revenue-generating services to government clients, delivering public safety, mobility, and payment solutions. Our solutions improve automation, interoperability, and decision-making to streamline operations, increase revenue, and reduce congestion while creating safer communities and seamless travel experiences for consumers.

We comply with guiding principles, standards, best practices, regulations, and policies based on the International Standards Organization standards and industry practices for confidentiality, integrity, and availability. All facilities and processes adhere to the Health Insurance Portability and Accountability Act of 1996 (HIPAA), and all employees receive annual HIPAA training. Conduent is proactive in incorporating required changes to regulations and policies into our training programs to give our staff and designated stakeholders the knowledge and skills necessary to carry out their work at a high level of quality.

2.3.14 Experience Serving Similar Clients - Please describe your company's experience in serving customers of a similar size to the State with similar scope. Please provide specific clients and detailed examples.

Conduent has experience with Indiana's Eligibility Operation that's unmatched by any other service provider. We also offer the experience that comes from successes in other states that have benefited from our commitment and passion to helping their citizens. Table 2.3-3 lists our experience in providing comparable training services to states with population sizes like Indiana's. Our history working with you and other proportionate projects demonstrate the strength and soundness of our training approach, our service flexibility, and our ability to achieve success.

Multi-State Experience:

- Demonstrated expertise providing high-quality eligibility support to several states
- Experience serving several states with similar scope/population size to Indiana
- Solid background providing learning and development services to many state governments

Table 2.3-3. Conduent Contracts with Similar Services

[redacted]

[redacted]

These are representative of similar state health care and social service program clients. Most of our other contracts with state agencies additionally require learning and developmental services along with providing these services to our internal staff in both virtual and in-person environments.

2.3.15 Indiana Preferences - Removed at the request of the agency.

There is no response to section 2.3.15 because it was removed at the agency's request.

2.3.16 Payment - Please provide the requested information in RFP Section 2.3.16.

Conduent has been a vendor for FSSA for 14 years and we currently accept payment via ACH and wire but certainly can accept other forms of payment for services as well. Our preference is to continue to receive payment via the current payment method(s) due to the significant cost of the associated credit card processing fees for the high dollar payment associated with the monthly invoice. Should the State choose to implement this policy without alternative payment options, we are willing to work with the State to accept payment via the State's Purchasing Card.

2.3.17 Extending Pricing to Other Governmental Bodies – Removed at the request of the agency.

There is no response to section 2.3.17 because it was removed at the agency's request.