

NASPO VALUEPOINT CLOUD SOLUTIONS

DETAILED OFFERINGS AND PRICING

Master Agreement Number: AR3086

For more information...

Chad Smith
Senior Manager, North America
Accenture Public Service
(512) 732-5296
j.c.smith@accenture.com



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Pricing Summary

With deep experience implementing and managing countless cloud migrations, Accenture has learned that no two migrations are the same. At the same time, we have discovered a series of common factors that, taken as a whole, help form a template that is key to launching a successful Journey to Cloud. So, while no two journeys are identical—and indeed, no two organizations even begin from the same place—each organization can expect common factors throughout the entire cloud migration experience. Our comprehensive approach includes three major phases to Plan, Move, and Manage as described below.



Strategy, Assessment, and Roadmap

PLAN your own journey to cloud

We start by helping organizations define their own Journey to Cloud, providing industry-tailored insights and prioritizing planning so that you can maximize cloud capabilities to help you reach the most urgent business targets. We assess your business requirements and current technology to create an actionable plan that gets you to cloud quickly



Cloud Transformation and Migration

MOVE to a new operating model and culture

We offer the tools and processes to move and modernize applications, build new cloud-based apps and transform your architecture and infrastructure, helping ease the transition to a new technology operating model and culture by taking on the complexity so you don't have to.



Cloud Management and Optimization

MANAGE to maximize value from cloud

In this phase, Accenture becomes part of your company's fabric, helping you to maximize the value from your cloud investments. We offer a cloud management platform, tools that provide cost controls, governance and accountability and help you evolve to a DevOps culture.

Figure 1 Accenture Journey to Cloud Phases include Plan, Move, and Manage

Therefore, our approach to pricing is to build a custom package that covers all three of these phases and building upon the public cloud services provided by our subcontractors.

Accenture is offering pricing under the following three different commercial structures:

Cloud Management Services: In this model, Accenture would provide Cloud Management Services only. The customer would separately contract for Cloud Services.

Accenture Prime: In this model, Accenture provides IaaS, PaaS, and SaaS services directly to the customer through our subcontractor such as AWS or Salesforce. Accenture provides Cloud Management Services on top of the public cloud provider and offers a complete managed cloud solution for our customers.

Resale: This is the proposed model whereby Accenture resells the public cloud services to the customer, with the customer owning the contract with the public cloud provider.

Cloud Management Services

Accenture offers a cloud management platform with tools that provide cost controls, governance, and accountability and help you evolve to a DevOps culture. These services are offered in conjunction with a separately procured cloud services contract.

IaaS Management Services

Accenture's cloud solution would be customized for a given customer's requirements and statement of work to include our Cloud Management Services on a per Virtual Machine (VM) basis as shown below. Note that this pricing is an example based on a minimum of 500 VMs.

MINIMUM NO. OF VIRTUAL MACHINES	ACCENTURE CLOUD PLATFORM COMPONENTS/SERVICES INCLUDED IN THE PRICING	PRICE PER VM PER MONTH
500 (Assuming 60% Windows and 40% Linux VMs)	• Antivirus • Patching • OS Administration • OS Hardening • Antivirus Management • VM Availability Monitoring • Standard HP Toolset • Integration for Monitoring • CommVault Backup Tool • Part Time Onshore Client • Services Delivery Manager	\$241

Table 1 IaaS Management Services pricing model based on a minimum number of Virtual Machines

* Accenture Managed Services included in the price are described in Appendix A

* Accenture managed services price will be more competitive over a longer duration contract (three years and above)

PaaS Management Services

Platform as a Service (PaaS) or platform-based service is a category of cloud computing services that provides a platform allowing customers to develop, run, and manage applications without the complexity of building and maintaining the infrastructure typically associated with developing and launching an application.

Accenture PaaS support offerings enable enterprises to leverage the increasing variety of digital platforms and services to meet their business needs while providing quicker turnaround on their research, development, and go-to-market activities.

Accenture can help with the following services:

- Easily design and build PaaS services to manage the infrastructure and applications
- Offer a wide range of cloud-enabled PaaS services managed services support
- Provide application development offerings in the PaaS Platform
- Provide PaaS dashboard views for better visibility and ease of use for PaaS resource data
- Offer an Everything as a Service (XaaS) Solution approach for industry-wide use cases

Accenture PaaS managed services support includes but is not limited to following services. Accenture is industrializing AWS and Azure Cloud Providers PaaS services on an ongoing basis.

Below is a list of PaaS management services pricing that Accenture would include on top of the public cloud provider's pricing

SERVICE DESCRIPTION	NUMBER OF KEYS	MANAGED SERVICE UNIT PRICE PER MONTH
AWS Key Managed Services (KMS)	\$44,571	\$277
AWS Key Managed Services (KMS)	\$44,880	\$222
AWS Key Managed Services (KMS)	16 - 20	\$210

Table 2 PaaS Management Services Pricing for AWS Key managed services

SERVICE DESCRIPTION	NUMBER OF CLUSTERS	MANAGED SERVICE UNIT PRICE PER MONTH
AWS RedShift	1 – 2	\$940
AWS RedShift	3 – 4	\$903
AWS RedShift	5 – 8	\$855

Table 3 PaaS Management Services Pricing for AWS RedShift

SERVICE DESCRIPTION	NUMBER OF DATABASES	MANAGED SERVICE UNIT PRICE PER MONTH
AWS RDS (Relational Database Service) MSSQL Databases	1 – 10	\$114
AWS RDS MSSQL Databases	11 – 20	\$110
AWS RDS MSSQL Databases	21 – 30	\$100

Table 4 PaaS Management Services Pricing for AWS RDS MSSQL databases

SERVICE DESCRIPTION	NUMBER OF DATABASES	MANAGED SERVICE UNIT PRICE PER MONTH
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AWS RDS Oracle Databases	1 – 10	\$200
AWS RDS Oracle Databases	11 – 20	\$193
AWS RDS Oracle Databases	21 – 30	\$176

Table 5 PaaS Management Services Pricing for AWS RDS Oracle Databases

SERVICE DESCRIPTION	NUMBER OF CLUSTERS	MANAGED SERVICE UNIT PRICE PER MONTH
AWS Elastic Container Service	1 – 2	\$1,253
AWS Elastic Container Service	3 – 7	\$1,166
AWS Elastic Container Service	8 – 13	\$953

Table 6 PaaS Management Services Pricing for AWS Elastic Container Service

SERVICE DESCRIPTION	NUMBER OF DATABASES	MANAGED SERVICE UNIT PRICE PER MONTH
AWS Workspace	1 – 10	\$133
AWS Workspace	11 – 40	\$104
AWS Workspace	41 – 111	\$96

Table 7 PaaS Management Services Pricing for AWS Workspace

*Accenture PaaS managed services support price will be more competitive over a longer duration contract (three years and above)

* 5 percent discount has been applied towards list prices for all PaaS Managed services units

*Accenture PaaS managed services support model always goes with IaaS managed services support as bundled service. PaaS services price listed above good for IaaS + PaaS bundled services support model.

Accenture Cloud Cost Optimization Services

As an organization's cloud estate grows, costs are unexpectedly high and unpredictable.

Often, lack of transparency makes it difficult or impossible to see costs by user and business segment. Even with the right analytics tools, the organization lacks expertise and bandwidth to procure the most appropriate and efficient cloud services and to continually refine the cloud estate to optimize costs.

Accenture Cloud Platform Cloud Optimization Service manages cloud spend through analytics, recommendations, operational improvement, and application remediation and re-architecture. Analytics enables users to analyze and manage cloud consumption with features including Consumption Management, Trend Analysis, Quotas, Forecasting, and Cost Drilldown.

Ongoing Innovation and Optimization - Our Process

Optimization is a key component to Accenture's solution. Accenture will commit to optimizing our client's AWS costs over the duration by using our Accenture Cloud Platform and our Cloud Optimization Service

Accenture Cloud Platform Cloud Optimization Service manages cloud spend through analytics, recommendations, operational improvement, and application remediation and re-architecture

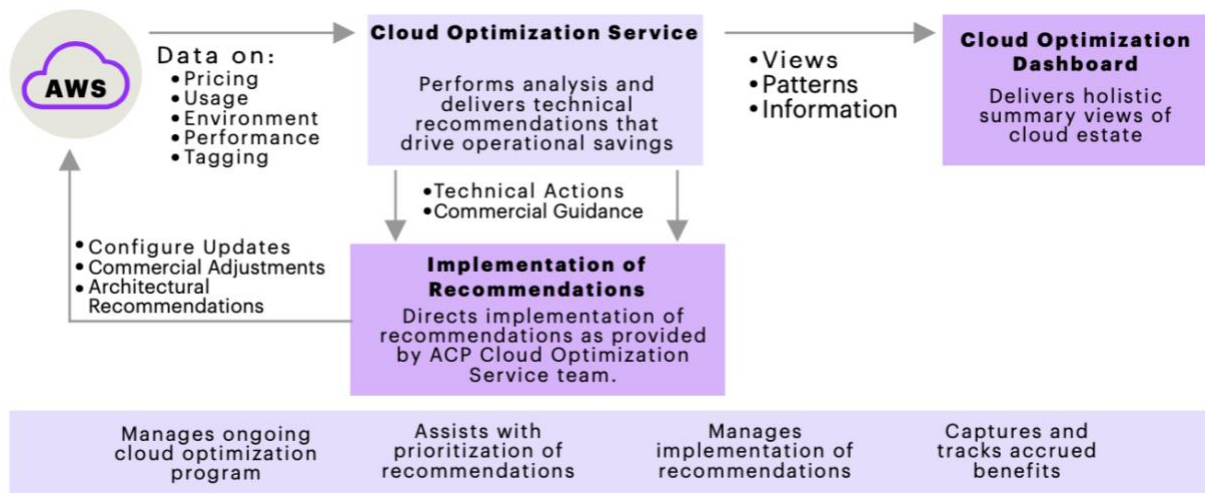


Figure 2 Accenture Cloud Platform Cloud Optimization Service manages cloud spend through analytics, recommendations, operational improvement, and application remediation and re-architecture

By leveraging Accenture Cloud Platform optimization and Analytic services, we have seen customers saving 10-30 percent of their cloud bill, driven by the following levers:

- Transparency and actionable insights from ACP analytics
- Collaborative Assessment
- Proactive Monitoring
- Actionable Recommendations
- Assisted Execution

Ongoing Innovation and Optimization - Typical Savings

We have reduced clients annual spend with AWS by 10-30% by using Cloud Optimization Service

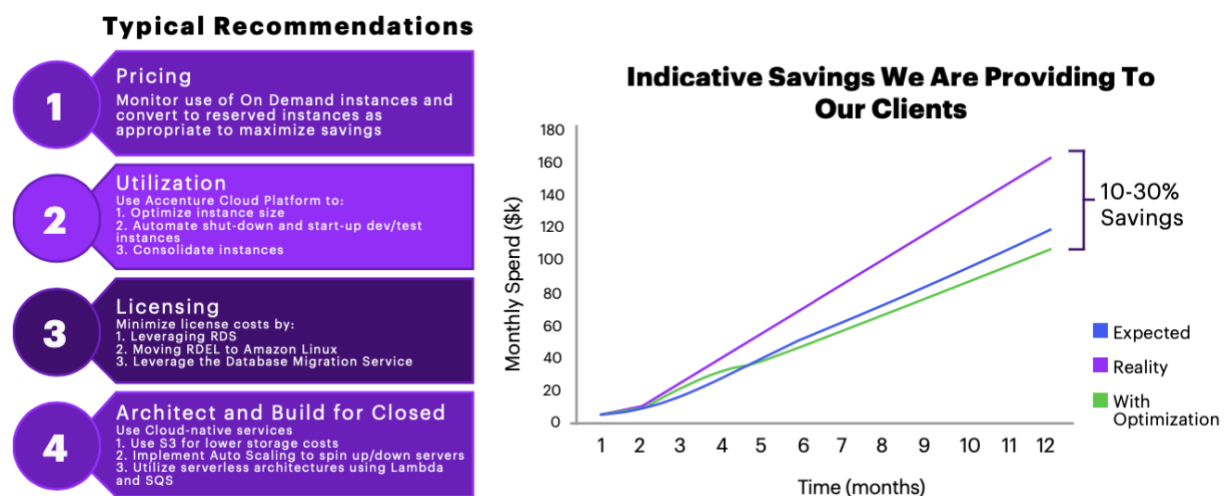


Figure 3 By leveraging Accenture Cloud Platform optimization and Analytic services, we have seen customers saving 10-30 percent of their cloud bill.

Pricing

Our Cloud Optimization services are typically priced at 5 percent of the total cloud spend. Given our ability to achieve 10 – 30 percent savings, this is a service that pays for itself.

Accenture Prime

Accenture recognizes that some of NASPO's Participating States will want to purchase complete cloud solutions without the need to be concerned with the details of a contract with a cloud services provider. For these customers, Accenture offers the following distinct services:

- Cloud Management and Optimization Services
- Accenture Insights Platform
- Accenture Reach Platform
- Accenture Dev Ops Platform
- Accenture Virtual Assistant Platform
- Accenture Virtual Experience Solution

Cloud Management and Optimization Services

Accenture Prime is an optimized, end-to-end cloud management offering that delivers better, more predictable financial outcomes. In this model, Accenture brings our pre-negotiated Cloud Provider Contract and bundles that with our Cloud Management Services and Cloud Optimization Services.

Flexible Commercial Constructs

Cloud Management Services 	Cloud Optimization 	Cloud Provider Contracted Services 
Ongoing Cloud Operations Managed Security Enterprise-grade patching OS hardening Backup Services	Continuous Optimization Save through comprehensive suite of tools, methodology, and exports Frameworks to manage large RI portfolios at scale Proven cloud operating model	Ongoing Cloud Operations Secure Savings faster with Accenture's scale Eliminate CapEx investments needed for discounts and RIs Use broker services: full back-office management and clearinghouse for credits
 Cloud Management Platform	Legacy-to-Cloud Control Plane Provisions and govern across cloud providers Leverage automation to ensure governance and ongoing savings Accelerated deployments through blueprint templates	

Figure 4 Accenture Prime capabilities bring the full value of the Journey to Cloud to our clients through a pre-integrated, field-tested, end-to-end cloud management package delivered as a service.

Accenture Prime Pricing

The pricing for Accenture Prime is determined based on a number of factors including the customer's current IT Infrastructure landscape, sensitivity of the data, and target cloud provider. Accenture can offer multiple commercial constructs including Percent of Spend, Gain-share, and As a Service pricing models. We would work with the Eligible Agency or Co-Op Buyer to determine the best model for their needs.

Accenture Insights Platform (AIP)

As described in our technical response, AIP is an integrated suite of leading big data and analytics technologies that come pre-configured and 'wired together' for ease of use, speed to insight, and recommended practice security. AIP is available as a service with sizing based on customer needs. Following is example pricing for various configurations:

Sample Environment Components

Three sample environments are shown in the Figure 5 below. Following are descriptions of the three options:

- A basic low complexity environment that is suitable for ingesting structured data and performing simple statistical analytics
- A medium complexity environment that is suitable for ingesting structured and semi-structured data; performing statistical and visual modeling; and more storage than the low complexity environment (approximately 25 percent more)

- A high complexity environment that is suitable for ingesting structured, semi-structured, and unstructured data into a Hortonworks data lake; performing statistical, visual, and predictive modeling; and more storage than the low complexity environment (approximately 100 percent more)
- The Tableau Vis

	Low Complexity Environment	Medium Complexity Environment	High Complexity Environment
Component	Product	Product	Product
Data Ingestion	Python, Sqoop	Kafka, Sqoop, Talend Enterprise Big Data	Spark, Flume
Data Storage	AWS mySQL RDS	AWS mySQL RDS, AWS Dynamo DB	AWS mySQL RDS, Hortonworks
Visualization	Tableau Server, Tableau Desktop	Tableau Server, Tableau Desktop	Tableau Server, Tableau Desktop
Analytics	Visual Analytics and Visual Statistics, SAS Integration Technologies	SAS Analytics Pro, SAS Access ODBC, SAS Access Interface to PC Files, SAS Enterprise Guide, Visual Analytics and Visual Statistics, SAS Integration Technologies	SAS ETS, Visual Analytics and Visual Statistics, SAS Integration Technologies, SAS Analytics Pro, SAS Access ODBC, SAS Access Interface to PC Files, SAS Enterprise Guide
AIP Enablers	Kubernetes Master, Nagios Core, Proftpd, ELK Monitoring, Nessus, FortiGate, Virtual DSM-25 (for individual customers), Active Directory, Remote Desktop, Application Encryption Agent	Kubernetes Master, Nagios Core, Proftpd, ELK Monitoring, Nessus, FortiGate, Virtual DSM-25 (for individual customers), Application Encryption Agent, Active Directory, Remote Desktop	Kubernetes Master, Nagios Core, Proftpd, ELK Monitoring, Nessus, FortiGate, Virtual DSM-25 (for individual customers), Active Directory, Remote Desktop, Application Encryption Agent
Active Directory Integration	Available at an additional charge	Available at an additional charge	Included
VPN Type	Hardware	Hardware	Hardware
Data Backup	7 Days	7 Days	7 Days
Data Classification	Sensitive	Sensitive	Sensitive
High Availability	Available at an additional charge	Available at an additional charge	Available at an additional charge
Disaster Recovery	Available at an additional charge	Available at an additional charge	Available at an additional charge
Encryption - Data At Rest	Advanced Level Encryption	Advanced Level Encryption	Advanced Level Encryption
Encryption - Data In Motion	Included	Included	Included

Figure 5 The sample AIP environments representing various products and capabilities include the Tableau Visual Analytics tools in all environments.

Example Environment Details

Details with respect to the products contained in each environment, the number of nodes for each product, the node's sizing, and the storage sizes are given in the Figure 6 below. These are samples that are configurable. For example, CentOS could be swapped for Redhat Linux to slightly lower the cost of the environments.

Lowest Complexity Environment	Medium Complexity Environment	High Complexity Environment																																																													
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1 Node FortiGate (m4.large) - Redhat - 120 GB																																																															
1 Node Virtual DSM-25 (for individual customers) (m4.large) - Redhat - 120 GB																																																															
1 Node Active Directory/Remote Desktop - MSWIN - 120 GB																																																															
1 Node MySQL RDS (db.m4.2xlarge) - 2048 GB per node																																																															
53 Buckets for CloudTrail and Syslog - 1024 GB																																																															
53 Backup - 12800 GB																																																															
IPSec Tunnel																																																															
EBS Backup - 8327 GB																																																															
Total EBS Storage - 16338 GB																																																															

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Figure 6 The sample AIP environments with hardware details and sizing are configurable.

Example Environment Pricing

The tables below show pricing for the example environments mentioned above along with pricing for representative development and quality assurance (QA) environments. The difference in the price for the development environment are based on the number of developers as more developers require more product licensing costs. The difference in price for the QA environments is solely based on additional data storage for the larger environments. The production environment differences are based on the environments described in the previous sections of this document.

DEVELOPMENT	UNIT DESCRIPTION	LIST PRICE	DISCOUNT	PRICE
Small # Developers	Setup	\$6,350	\$0	\$5,715
Small # Developers	Monthly Run (License & Support)	\$13,500	\$0	\$12,150
Large # Developers	Setup	\$6,350	\$0	\$5,715
Large # Developers	Monthly Run (License & Support)	\$22,200	\$0	\$19,980

Table 8 Example of AIP Pricing for a development Environment based on the various sizes and complexities.

QA	UNIT DESCRIPTION	LIST PRICE	DISCOUNT	PRICE
Small Data Requirements	Setup	\$24,250	\$0	\$21,825

Small Data Requirements	Monthly Run (License & Support)	\$19,500	\$0	\$17,550
Larger Data Requirements	Setup	\$24,250	\$0	\$21,825
Larger Data Requirements	Monthly Run (License & Support)	\$32,000	\$0	\$28,800

Table 9 Example of AIP Pricing for a QA Environment based on the various sizes and complexities.

PRODUCTION	UNIT DESCRIPTION	LIST PRICE	DISCOUNT	PRICE
Small Complexity Env	Setup	\$24,250	\$0	\$21,825
Small Complexity Env	Monthly Run (License & Support)	\$19,800	\$0	\$17,820
Medium Complexity Env	Setup	\$24,250	\$0	\$21,825
Medium Complexity Env	Monthly Run (License & Support)	\$32,000	\$0	\$28,800
Large Complexity Env	Setup	\$27,500	\$0	\$24,750
Large Complexity Env	Monthly Run (License & Support)	\$49,400	\$0	\$44,460

Table 10 Example of AIP Pricing for a Production Environment based on the various sizes and complexities.

The proposed pricing is shown at a 10% discount off of list and includes support services provided through Accenture's global delivery network allowing us to more cost effectively provide 24x365 support for AIP. Accenture would work to determine the right mix of AIP tools, environments, and support at a mutually agreed minimum volume to create a complete solution for our customers.

Accenture Reach Platform

The Reach Platform is Accenture's digital government services solution that accelerates the development of interaction channels with government agencies. Our solution includes a framework for developing engaging, commercial-like experiences using a microservices architecture with reusable core components. We include a baseline set of services and functional capabilities for digital government that were designed with the extensibility needed to create customized interactions and integrations for a specific agency needs. Pricing is determined based on the specific SOW with customer requirements for integration.

Accenture Dev Ops Platform

The Accenture DevOps Platform (ADOP) is a cloud-based development platform bringing together an integrated collection of enterprise and open-source tools for developing, deploying, and managing applications using DevOps and ALM (Application Lifecycle Management) recommended practices. This platform is offered

as a service and is customized based on a customer's environment and requirements from our global service delivery units.

Accenture Virtual Assistant Platform

The Accenture Virtual Assistant Platform (AVAP) is a cloud-based platform for powering chatbots and virtual assistants within an enterprise. The platform is designed to enable an initial set of use cases to start your journey and then has the capability to scale to support the continuous growth and learning to maximize value for an organization. Pricing is determined based on the specific SOW with customer requirements. Accenture will work with Purchasing Entities to identify their use cases, estimate the anticipated footprint and usage required to support year one, and work to define the appropriate method to measure effectiveness for the Purchasing Entity.

Accenture will also work with Purchasing Entities to define the appropriate level of value-add services required to train the virtual assistants (e.g., artificial intelligence, robotic process automation) and continuously improve their learning based on the feedback from our virtual assistant dashboards.

Below is a pricing example for year one of implementation for a virtual assistant use case. The pricing includes the core platform, which provides dashboards and reporting capabilities, a set of three software-based virtual workers (e.g., robotic process automation), and one user channel (e.g., chat, SMS text, voice) with usage fees.

PLATFORM COMPONENTS	UNIT DESCRIPTION	UNITS / VOLUME	YEAR ONE LIST PRICE	DISCOUNT	YEAR ONE PRICE
Accenture Virtual Assistant Platform - Chatbot	Number of User Interactions	5000 per day	\$24,250	\$0	\$21,825
Accenture Virtual Assistant Platform - SMS Text	Number of User Interactions	5000 per day	\$19,500	\$0	\$17,550
Accenture Virtual Assistant Platform - Voice	Number of Calls	500 per day	\$24,250	\$0	\$21,825

Table 11 Accenture Virtual Assistant Use Case Pricing Example

*Prices / Fees reflected above do not include applicable federal, state, or local taxes.

By taking the platform approach with our virtual assistants, the additional costs to add use cases to an existing channel or to expand digital channels from online chat to voice or SMS text messaging is more cost effective. The table below represents an example of pricing to add-on digital channels after the initial set of use cases have been implemented.

PLATFORM ADD-ON COMPONENTS	UNIT DESCRIPTION	UNITS / VOLUME	YEAR ONE LIST PRICE	DISCOUNT	YEAR ONE PRICE
Accenture Virtual Assistant Platform - Chatbot	Number of User Interactions	5000 per day	\$183,500	\$0	\$165,150

Accenture Virtual Assistant Platform - SMS Text	Number of User Interactions	5000 per day	\$304,250	\$0	\$273,825
Accenture Virtual Assistant Platform - Voice	Number of Calls	500 per day	\$287,900	\$0	\$259,110

Table 12 Accenture Virtual Assistance Add-On Pricing Example

*Prices / Fees reflected above do not include applicable federal, state, or local taxes.

Accenture would continue to work with the Purchasing Entities to help measure and refine each organization's operational approach and help to define a roadmap to maximize value. In year two and beyond, the Purchasing Entities would only be responsible for the subscription and usage fees associated with their use of the platform if no additional value-add services (e.g., training) is required.

Accenture Virtual Experience Solution

The Accenture Virtual Experience Solution (AVENueS) is a cloud-based platform designed to accelerate the pace with which frontline human services staff become seasoned decision makers. AVENueS supports VR-based learning for caseworker recruitment, screening, training, and development. It provides a learning opportunity that is both experiential and reflective. AVENueS leverages virtual reality to immerse users in real-world scenarios where they practice making tough decisions in stressful situations. AVENueS takes immersive learning innovation a step further by combining virtual reality with artificial intelligence (AI) capabilities. AVENueS features a cloud-based conversation engine that facilitates voice interactivity within the experience. This conversation engine uses machine learning and natural language processing to recognize and interpret users' questions and statements. By combining these technologies, users can navigate the entire experience using just their voice and without a handheld controller, which further immerses them in the virtual environment.

PLATFORM COMPONENTS	UNIT DESCRIPTION	UNITS / VOLUME	YEAR ONE LIST PRICE	DISCOUNT	YEAR ONE PRICE
AVENueS VR Single Scenario Subscription - Unlimited Use	Each	1	\$124,444.45	10%	\$112,000.00
AVENueS VR Additional Scenario - Bundle Subscription - Unlimited Use	Each	1	\$48,888.89	10%	\$44,000.00
AVENueS VR Additional Headset	Each	1	\$1,333.34	10%	\$1,200.00

Table 13 AVENueS Pricing

*Prices / Fees reflected above do not include applicable federal, state, or local taxes.

Resale

Through Accenture's strong partnership with Salesforce, we are not only the leading provider of Salesforce solutions but offer the ability to resell Salesforce PaaS and SaaS directly to our customers. Specific Salesforce PaaS and SaaS services are described in more detail in our Cloud Solution Offerings document. Through this arrangement, Accenture can offer NASPO's Participating States at least a seven percent discount for services, with the potential to discount much higher depending on the volume.

Value Added Services

In addition to the cloud services discussed above, Accenture has a broad array of capabilities to help organizations make the Journey to the Cloud. Below is our view of the full capabilities needed by most organizations to successfully migrated and operate their technology on the Cloud.

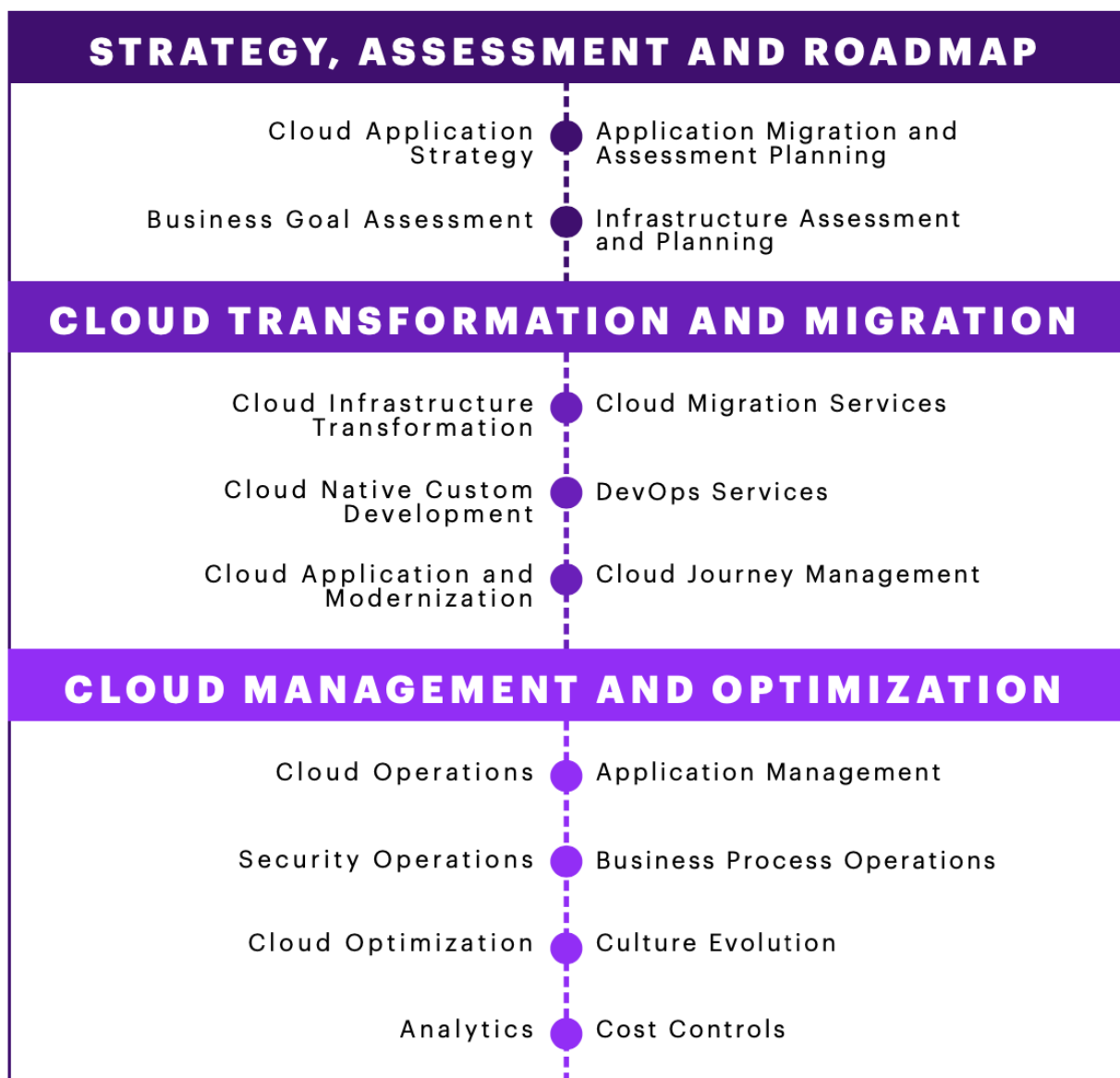


Figure 7 Our offering spans the entire chain of services to deliver cloud capabilities.

Value-Added Services would be delivered based on a specific Statement of Work using a combination of resources from the list below.

Cloud Infrastructure Implementation Services

ROLE	HOURLY RATE
Cloud Architect Lead	\$411
Cloud Architect Specialist	\$271
Server Migration PMO Lead	\$470
Server Migration Lead	\$411
Server Migration Specialist	271
Server Migration Associate	195
Server Migration PMO Coordinator	\$195
Design Architect Lead	\$411
Design Architect Specialist	\$355

Table 14 Cloud Infrastructure Implementation Services Resources

*Accenture managed services rates will be adjusted on a yearly basis as necessary.

* 5 percent discount has been applied towards list prices for all managed services hourly rates

* Additional roles and services can be serviced upon request

Accenture Managed Security Services

ROLE DESCRIPTION	HOURLY RATE
Senior Security Advisor	\$340
Senior Security Program Manager	\$207
Security Project Manager	\$180
Senior Security Specialist	\$140
Security Specialist	123

Table 15 Accenture Managed Security Services Resources

*Accenture managed services rates will be adjusted on a yearly basis as necessary.

* 5 percent discount has been applied towards list prices for all managed services hourly rates

* Additional roles and services can be serviced upon request

Accenture Managed Services Roles

ROLE DESCRIPTION	HOURLY RATE
Engagement Leader	\$424
Tools Engineer	\$161
Tools Architect	\$179
Cross Functional	\$161

PaaS Architect	179
Cloud Admin 1	130
Cloud Admin 2	119
Cloud Ops Engineer 1	\$161
Cloud Ops Engineer 2	\$130
Cloud Services Program Manager	\$232
Cloud Architect	\$232
Cloud Services Delivery Manager	269

Table 16 Accenture Managed Services Resources

*Accenture managed services rates will be adjusted on a yearly basis as necessary.

* 5 percent discount has been applied towards list prices for all managed services hourly rates

* Additional roles and services can be serviced upon request

Accenture Salesforce Implementation Services

ROLE DESCRIPTION	HOURLY RATE
Program Director	\$420
Project Manager	\$390
Technical Architect	\$350
Subject Matter Advisor	\$390
Technical Lead	\$350
Functional Lead	\$350
Change Management Lead	\$350
Change Analyst	\$205
Business Analyst	\$245
Developer	\$245
Tester	\$205

Table 17 Accenture Salesforce Implementation Services Resources

*Accenture managed services rates will be adjusted on a yearly basis as necessary.

* 5 percent discount has been applied towards list prices for all managed services hourly rates

* Additional roles and services can be serviced upon request

Accenture Virtual Assistant Implementation Services

ROLE DESCRIPTION	HOURLY RATE
Program Director	\$325
Project Manager	\$280
Technical Architect	\$270

Table 18 Accenture Virtual Assistant Implementation Services Resources

*Accenture managed services rates will be adjusted on a yearly basis as necessary.

* 5 percent discount has been applied towards list prices for all managed services hourly rates

* Additional roles and services can be serviced upon request

Accenture Independent Verification and Validation (IV&V) Services

IV&V SERVICES ROLES	HOURLY RATE
Program Executive	\$525
Program Delivery Lead	\$485
Senior Subject Matter Advisor	\$525
Subject Matter Advisor	\$485
Functional Lead	\$380
Technical Lead	\$380
Change Management Lead	\$380
Program Management Lead	\$450
Program Management Support	\$295
Senior Business Consultant	\$350
Business Consultant	\$270
Senior Business Analyst	\$185
Business Analyst	\$165

Table 19 Independent Verification and Validation Services Resources

* 5 percent discount has been applied towards list prices for all managed services hourly rates

* Additional roles and services can be serviced upon request

Accenture Cloud Transformation Advisory

CLOUD TRANSFORMATION ADVISORY SERVICES ROLES	HOURLY RATE
Program Executive	\$525
Senior Program Delivery Lead	\$525
Program Delivery Lead	\$485
Senior Subject Matter Advisor	\$525
Subject Matter Advisor	\$485
Strategy Director	\$525
Transformation Director	\$525
Transformation Senior Manager	\$485
Transformation Manager	\$380
Change Management Lead	\$380

Program Management Lead	\$450
Program Management Support	\$295
Senior Strategist	\$350
Junior Strategist	\$270
Communications Consultant	\$295
Learning Design Consultant	\$295
Learning Development Analyst	\$270
Change Analyst	\$240
Experience Designer	\$380
Experience Consultant	\$295
Senior Business Consultant	\$270
Business Consultant	\$240
Senior Business Analyst	\$185
Business Analyst	\$165

Table 20 Cloud Transformation Advisory Services Resources

* 5 percent discount has been applied towards list prices for all managed services hourly rates

* Additional roles and services can be serviced upon request

Accenture Workday Implementation Services

WORKDAY IMPLEMENTATION SERVICES ROLES	HOURLY RATE
Program Leadership	\$425
Delivery Lead	\$400
Workday Architect	\$400
Workday Project Manager	\$360
Functional Lead	\$330
Data Lead	\$330
Integration Lead	\$330
Senior Consultant	\$305
Consultant	\$270
Senior Analyst	\$220
Analyst	\$190

Table 21 Workday Implementation Services Resources

* 5 percent discount has been applied towards list prices for all managed services hourly rates

* Additional roles and services can be serviced upon request

Accenture Value Added Services Bundles

VALUE ADDED SERVICES BUNDLE (SKU)	BUNDLE RATE
TN State Digital Strategy Service Design (ACN-TSTS-001)	\$1,800,000
TN Education Preschool Strategy (ACN-TDOE-001)	\$2,025,000
TN Education 50 Instruction Videos and Content (ACN-TDOE-002)	\$1,800,000
TN Human Services IT Strategy (ACN-TDHS-001)	\$900,000
TN Transportation Cloud Contact Center (ACN-TDOT-001)	\$9,000,000

Table 22 Value Added Services Bundles

* 10 percent discount has been applied towards list prices for all managed services bundles

Accenture TN State Digital Strategy Services

TN STATE DIGITAL STRATEGY SERVICES ROLES (SKU)	HOURLY RATE
Executive Oversight (ACN-TSTS-002)	\$499.50
Delivery Lead (ACN-TSTS-003)	\$400.50
Project Manager (ACN-TSTS-004)	\$315.00
Design Lead (ACN-TSTS-005)	\$337.50
Service Design Lead (ACN-TSTS-006)	\$270.00
Technology SME (ACN-TSTS-007)	\$225.00
Technology Consultant (ACN-TSTS-008)	\$216.00
Service and Interaction Designer (ACN-TSTS-009)	\$234.00
Visual Designer (ACN-TSTS-010)	\$189.00
Service Design Analyst (ACN-TSTS-011)	\$162.00

Table 23 TN State Digital Strategy Services Resources

* 10 percent discount has been applied towards list prices for all managed services hourly rates

* Additional roles and services can be serviced upon request

Pricing Assumptions

- Accenture can provide advanced security services (e.g., Active Directory, Web Application Firewall, AWS CloudHSM, etc.) upon request and the advanced Security price is not included in our pricing.
- Accenture mobilization/transition timeline will be assessed for each customer's specific SOW and the pricing will be determined at that time.
- Accenture will assess the tools requirements to manage the infrastructure environment and the pricing will be provided based on the tools solution.
- Accenture resources travel cost is not included in our pricing.
- Maintaining application specific requests, troubleshooting application issues, and application support are not included in our pricing but Accenture can provide this support upon request.
- Accenture pricing will be adjusted on a yearly basis as necessary.
- Accenture's offerings are priced using on-shore resources and could be adjusted for specific Purchasing Entities or statements of work to include off shore resources as appropriate.

Appendix A

Managed Patching: Patching of the servers is an ongoing scheduled monthly procedure. In exceptional circumstances, specific ACP clients can request to postpone or defer patches or upgrades if the business impact or risk is considered unacceptable. The risk of not upgrading is assessed and communicated to the client by Accenture's team and the client must formally accept and sign off on this risk. Any such occurrences are recorded in the Service Risk register. If shared components are affected, the client can request a deferment only, and only in exceptional circumstances. Individual components such as infrastructure are updated separately unless specific dependencies exist. This reduces the risk of failures because of the patching exercise.

OS Administration is included in the Manage My VM service. Accenture's cloud management team performs regular checks of system state and security to confirm that virtual servers and networks are protected from attacks and running optimally.

OS Hardening is provided when you subscribe to Manage My VM. The cloud management team will harden your VM OS, if requested. This process will apply Accenture's Cloud Platform security standards to your VM via a set of operating system policy and configuration changes.

AV Management: This service includes antivirus, firewall, and intrusion detection services (IDS), powered by Symantec Endpoint Protection and is available for supported Windows and Linux OS. Full scans of a system are performed once a week at 10:00PM on Sunday (VM local time).

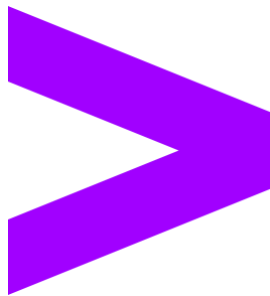
VM Availability Monitoring: ACP provides the tools and infrastructure that you use to monitor your server's resources and receive alerts.

Standard HP Toolset Integration for Monitoring:

- HP Universal Discovery for Asset Management and HP uCMDB for Configuration Management
- HP Network Node Manager for Network availability, event, configuration, and performance management
- Integration with CloudWatch and SiteScope for cloud servers and other cloud alerts and application, database, and storage monitoring
- Operations Bridge for EventCorrelation
- Feed our IT Service Management tooling, currently based
- on ServiceNow

Cloud Provider (AWS/Azure) Native Backup and Storage Tools: ACP provides the tools and infrastructure that you use to monitor your server's resources and receive alerts.

CommVault Tool Backup Solution: Apart from public cloud provider native backup provisioning and support, Accenture provides and supports CommVault backup services to clients for backing up a broad range of file types, data sources, and backup modes.



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