Deloitte.

Partnering with the business to create a successful self-service analytics framework

Times are changing; the evolution of an agile but controlled approach to BI

It's widely known that the landscape of data management has changed—data volumes continue to increase exponentially, data is being collected from more sources, and business users need more access. While the age of big data brings numerous opportunities for businesses to leverage real-time insights, it also challenges the status quo of IT's data ownership and delivery.

Traditionally, the way for business stakeholders to obtain insights was by requesting a report from IT. This process was costly, and began with the business stakeholders funding a project to build a data warehouse or reporting system. Once built, the business user submits a request to IT with the requirements to define the report—and waits.

In this common approach, the IT department has full control over the data despite the fact that the real owners of the data are business users. The data is stored in the central data warehouse, cleansed and transformed, and then pending an IT query is delivered to the business user to consume through standardized reports and ad hoc analysis tools—typically spreadsheets. Often, poor queries, due to a lack of understanding of the data or underlying business process can lead to flawed and inaccurate analysis. Additionally, this process is time consuming and frustrating for the average user. It often results in the user and IT having no other choice but to start the process all over again. It puts an unnecessary, avoidable strain on business and IT resources.

While structured processes and static dashboards still have a place in business, there are options available today to better fit the needs of business users who require more immediate answers. The modern data warehouse must be agile and adaptive, using tools that enable user-friendly agility and flexible architectures that quickly adjust to changing business needs. In the era of disposable analytics, IT has the ability to enable users with the power to use their data to pull their own reports, analyze the data and provide actionable insights.

Who owns the data?

The need for ready-access to data is driving a cultural shift in the BI landscape. Users want agile analytics—to get accurate, high quality data to the right people at the right time. With leading self-service visualization tools that are readily accessible, users are in a better position to analyze and explore the data more than ever before. Users have the domain expertise required to derive insights from the data being mined.

The primary constraint to the business user experience is the inability to directly access data in the system and perform real-time analysis. They want unfettered access to all data … now! Yet, data must first be curated due to quality concerns, regulatory compliance, privacy laws, and confidentiality needs of the business, so that the right level of access is provided to business users based on role and analytics requirements.

The misconception of data ownership can be a hindrance to some organizations in making the shift to self-service BI. The typical assumption is that since IT is responsible for keeping data safe, accessible and with a high level of integrity; they also own the data. In the new world of agile analytics, the perception of IT as the owners of data needs to change. IT in this context should be seen as data stewards, where they are solely assigned the monitoring and oversight responsibility. As data and analytical functionality continues to be pushed out from behind the IT curtain into the line of business, IT's primary role is transforming from one that was the development of ad-hoc reports for analysis, to one that facilitates access to clean, accurate and secure data.

Disruption of the traditional waterfall process

One certainty of business today is that data lives in many places: databases, warehouses, spreadsheets, flat files, and many more. Unlike traditional BI, not all data accessed needs to be stored in a data warehouse. There are times when urgent business requirements cannot be satisfied in a timely manner using the data warehouse alone.

To meet these demands and improve time to value, companies are starting to look to alternative methods to BI, perhaps the most popular being self-service. This requires IT to set up an environment in which users can create and access specific sets of BI reports, inquiries and analytics themselves—without IT intervention. This transformation means that the perception of IT's role is finally shifting, and in their favor, for the better. IT's role here is to equip business users with analytic tools, access to data, a scalable infrastructure and the guidance they need.

Self-service business intelligence requires that all types of data are made accessible by the BI implementation team—not just traditional, structured data. It may be that other sources of data, such as operational data, external information (but still relevant data) or analytic information from other sources, must be made available for easy assimilation of these new data sources—without IT assistance. In this case, data visualization provides a quick way to give rapid and flexible access to multiple data sources.

Visualization tools give users the ability to connect directly to, or extract data from a wide variety of data sources. And when users need to answer a question with more than one data source, they're quickly enabled to easily blend two data sources, without having to set up a new data warehouse or create more demands for IT.

Self-service paradigm

The popularity of business-friendly data analysis and visualization tools, and more recently the emergence of user-friendly data preparation tools, raises the question about the future of data warehousing and the consequences that go along with it. Every new concept has its own risks, and self-service analytics is not an exception. IT can help mitigate these risks by being proactive in delivering self-service capabilities.

Users have access to a variety of self-service tools today. Business users are looking for easy-to-use tools that let them retrieve and pull together data from anywhere on the fly. Users now have the ability to purchase tools and set up customized reporting systems—but the result can be chaotic, with each department creating their own conflicting performance metrics using tainted data. Without curated data in an IT-managed, self-service environment, it can lead to inconsistent and invalid outputs across business units. Even with data consistency, risk is inherent, but can be mitigated through proper governance implemented in the entire process. Any loop holes in the governance process can make it a mess, and as data issues erupt, the blame typically circles back to IT department—since they are perceived as the owner of all data sets.

Making the decision to evolve into a new BI approach is a significant undertaking, but it empowers IT to be more strategic in addressing big data challenges while exploring and integrating new technologies such as machine learning, predictive analytics and the Internet of Things (IoT). It enhances the abilities of the business user, permitting them to make faster, data driven decisions based on real-time analytics, potentially helping the business to better compete in today's marketplace.

Analyzing data and making decisions at the speed of business… not the speed of IT

Though users and the creation of new visualization tools are driving the shift for self-service BI, IT is charged with ensuring that the right tool is in place to support the needs of the business—along with making sure the data is curated and users have the right access. When selecting a visualization tool, IT should consider the criteria that will enable a self-serve methodology; some of which include an intuitive interface, rapid development capabilities, and security.

Step 1: Pick the right tool

Selecting the right tool is the beginning of an organization's transformation to self-service analytics. When making the selection, IT should partner with business users to evaluate the tools to identify the right visualization tool that aligns with the organization's culture, values and business requirements. Narrowing down to a focus of what capabilities they are looking for in the tool can help the business choose the right tool for its needs.

Step 2: Create the open environment

Creating a strategy which includes a technical and procedural framework designed to support business needs is critical. From a technical aspect, the architecture needs to support a highly accessible, but secure environment. Often referred to as an "exploratory" or "sandbox" environment with unpredictable load and usage patterns, this is a virtual playground for the data science team. It gives them the necessary ability to freely experiment with new data sources, analytic models and data transformations in order to uncover insights buried in the data and build predictive models of an organization's key business processes. It is loosely governed and typically allows the data scientists to use whichever tools they prefer in their exploration, analysis and analytic modeling, but doesn't compromise the integrity of existing environments.

Step 3: Implement a data governance framework

Data governance becomes especially important when allowing users to import ungoverned data sources. To ensure the data used is accurate, up-to-date and secure, appropriate standards for accessing data sources and maintaining a high level of security throughout the business is vital. A key enabler in employing a data governance framework is making the data definitions and quality understood by everyone in the organization.

Without an adequate understanding of the importance of an organization's data and its structures, it is difficult to deliver analytical tools that support effective decision-making and provide an overall view of what is happening, both within the organization and outside of it, as appropriate. Although executive interaction with business intelligence and performance management solutions generally involves accessing and interacting with dashboards and reports, it is still essential to understand how back-end data comes together to provide the necessary components that can enable better decision making. In a world where business units are becoming more self-sufficient and knowledgeable about managing their overall processes through the use of technology, it becomes more important to identify the value of data and its interaction across the organization.

The reality is that even though executives may not require this knowledge for their day-to-day tasks, understanding how data interrelates can improve the ability to link information, performance, and strategy more effectively. By identifying how business processes and operations relate to data, organizations can transform that data into actionable information that supports informed decision making.

Step 4: Empower user sharing, securely

If an organization gives users the power to create content, it should also give them the power to share it. It's important to deliver a secure platform where users can distribute their content to the right audience without IT involvement. In order to do this, an organization can make users content administrators. It's critical that the chosen visualization tool offers the integration and capabilities to leverage controls available through Active Directory. Ideally, the selected BI tool/platform should be able to integrate with an organization's existing security platform.

Step 5: Employ an Analytics Center of Excellence (CoE)

An Analytics Center of Excellence (CoE) is significant for a smooth transition to self-service delivery. IT is responsible for setting up the infrastructure to deliver analytics capabilities and operating models that enable business users to leverage curated data and create analytic dashboards. An analytics CoE may include power users, educators, information designers and developers who deliver sophisticated application development, but most importantly, enable the end user. Regardless of the design of the CoE model, understanding the business needs and its data are paramount.

Step 6: Develop a partnership with the business

IT should consider the initiative as a partnership with the business. Some practices to help enable a partnership and develop a self-service culture may include:

- Establishing a Community of Practice (CoP)—champion a visualization tool user group to share design ideas, ask questions and provide support
- Scheduling vendor sessions—schedule training sessions with the visualization tool vendor
- Providing IT services—offer IT support for users who need additional development and design support

Overall, business users should own most of the dashboard building and ad hoc analysis, but there will be certain instances where an organization needs "governed dashboards" with a designated "owner." For example, an organization that needs a CFO dashboard should assign a central team to manage it. Identifying a team helps prevent the redundancy and confusion of allowing every business user the ability to access and create their own CFO dashboard. Whether the central team is in IT, business, or a combination of the two, the team is responsible for making sure that the dashboard is correct, accurate and maintained.

Scaling an analytic culture, not just building dashboards

It is more than just a great technology infrastructure. Self-service success must overcome organizational and cultural barriers. IT needs to provide an accessible support network for the business. This means putting capabilities and an infrastructure in place that allow for communication and collaboration. The end goal is to enable analytics projects to reach their potential and deliver high value to the business, suppliers and customers.

The days of delivering requirements to IT to write scripts and pull reports may be fading. IT can have more opportunities to be an enabling partner in the cultural shift to business-driven analytics. The transformation to a self-service culture can work if IT is in a partnership with the business. This means IT is invested in developing a self-service strategy that includes technology selection, change management and enablement programs designed to empower users to optimize their use of the visualization tool and find support.

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Arkansas Department of Human Services (DHS)

Information Support Services (ISS)

April 4, 2017 – Orals presentation

Agenda

Time	Topic
8:30 - 8:45 AM	Introductions of AR Team and Review of the Agenda
8:45 - 9:30 AM	Vendor Introduction of Project Key Personnel and Proposed Approach to the engagement
9:30 - 9:45 AM	Break
9:45 - 11:45 AM	Vendor Presentation of Responses to Questions Submitted by OHS
11:45 PM - 12:45 PM	Lunch Break
12:45 - 2:15 PM	Exercise, to be provided by OHS at the meeting, for your team to respond to and present as part of the Oral Presentation process
2:15 - 2:30 PM	Wrap-Up

Introduction of Key Personnel and Advisory Board

Proposed approach

Our Approach to serving DHS

Service begins with a strong team and a clear understanding of your objectives

DHS Core Objectives

- Maintain and operate a stable environment
- Visibility and transparency into M&O
- Robust methodology enabling performance and service levels
- Optimal balance of effectiveness and efficiency
- Specialized marketplace skills and capabilities

Deloitte brings to DHS

- Breadth of knowledge in HHS and diverse technologies
- Proven methods, tools, and expertise
- On demand ability to deliver expertise
- Breadth of state and federal network
- Strong corporate and firm commitment to Arkansas

ISS Team

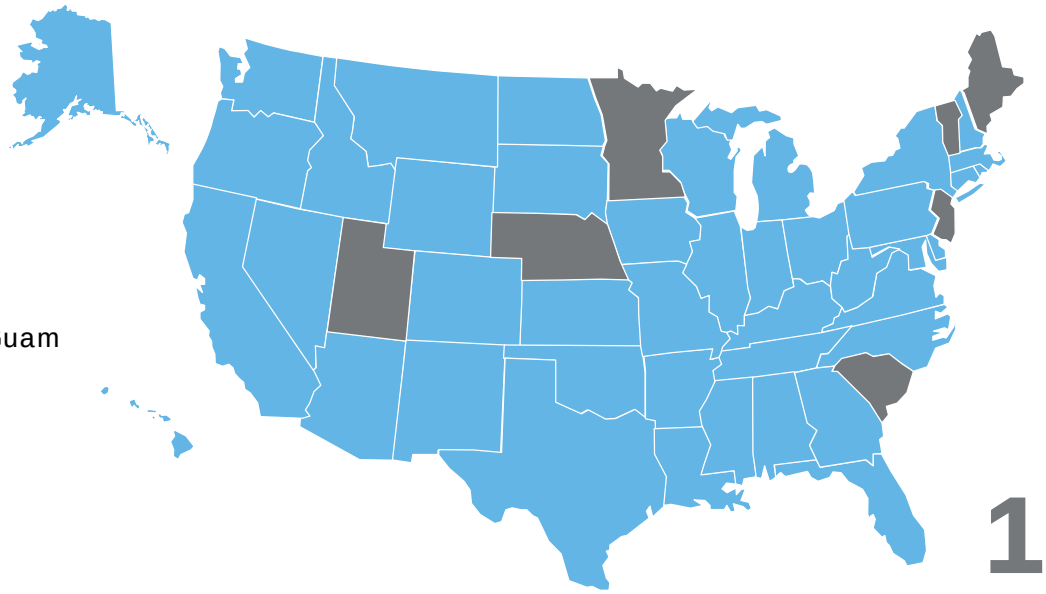
Diverse team with national credibility committed to enabling workers and serving citizens of Arkansas

Deloitte's national HHS and Technology practice

National credibility to enable workers and serve the citizens of Arkansas

45
HHS States

40+
years experience in HHS



27
M&O and Enhancement States

5,000
Public sector employees

9
Transitioned M&O States

10,000
Technology Staff

PROVEN HHS EXPERIENCED

HHS Implementation Experience

Deloitte's extensive HHS experience drives value

We understand the scope and objectives of DHS

Transition, manage, and improve core DHS applications

Governance

Application Maintenance & Operations (M&O)

Application Enhancements

Manage EDW Platform & BI Solution Development

Access to Specialized Market Expertise

Contract Various ITIL Services (Optional)

Modernize

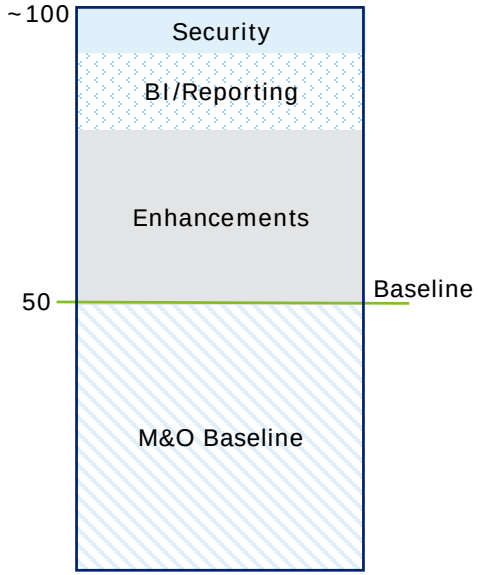
EFFICIENCY	EFFECTIVENESS	INNOVATION
COLLABORATION	TRANSPARENCY	EXPERIENCE

Deloitte has demonstrated experience to satisfy all objectives of ISS

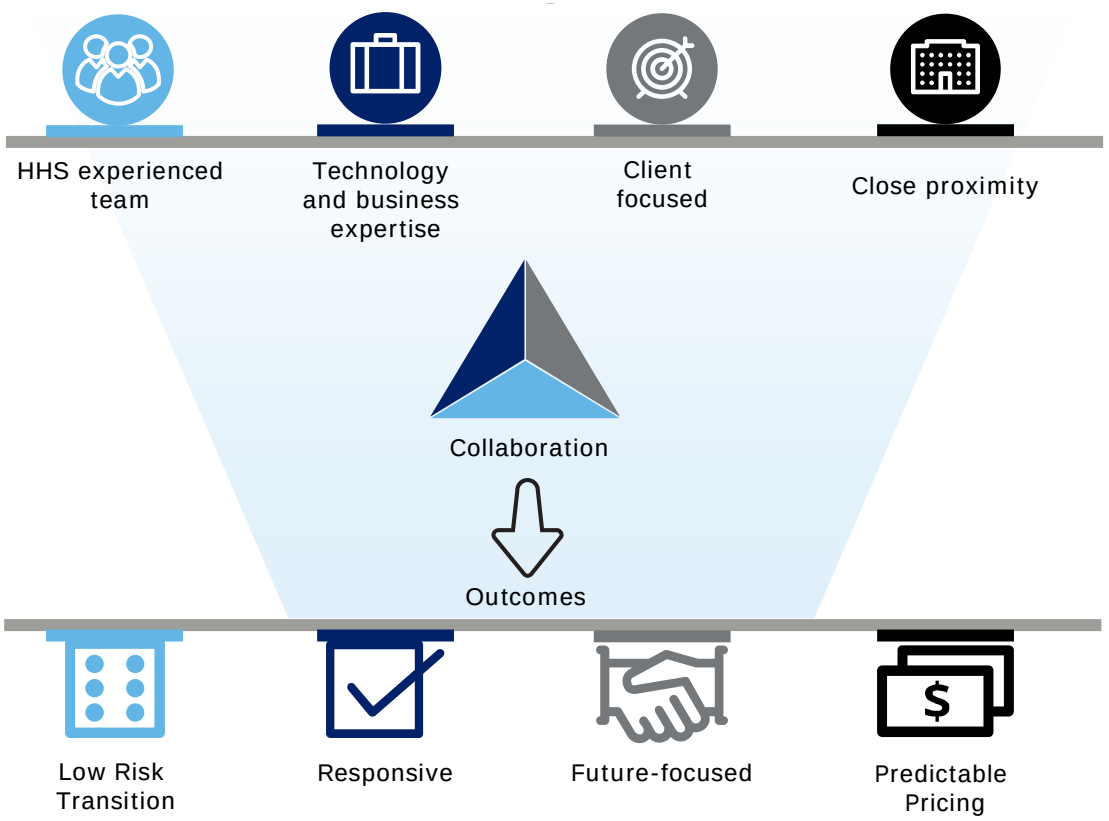
Approach to staffing

Seamlessly transition M&O services with minimal impact

Deloitte's Staff Allocation



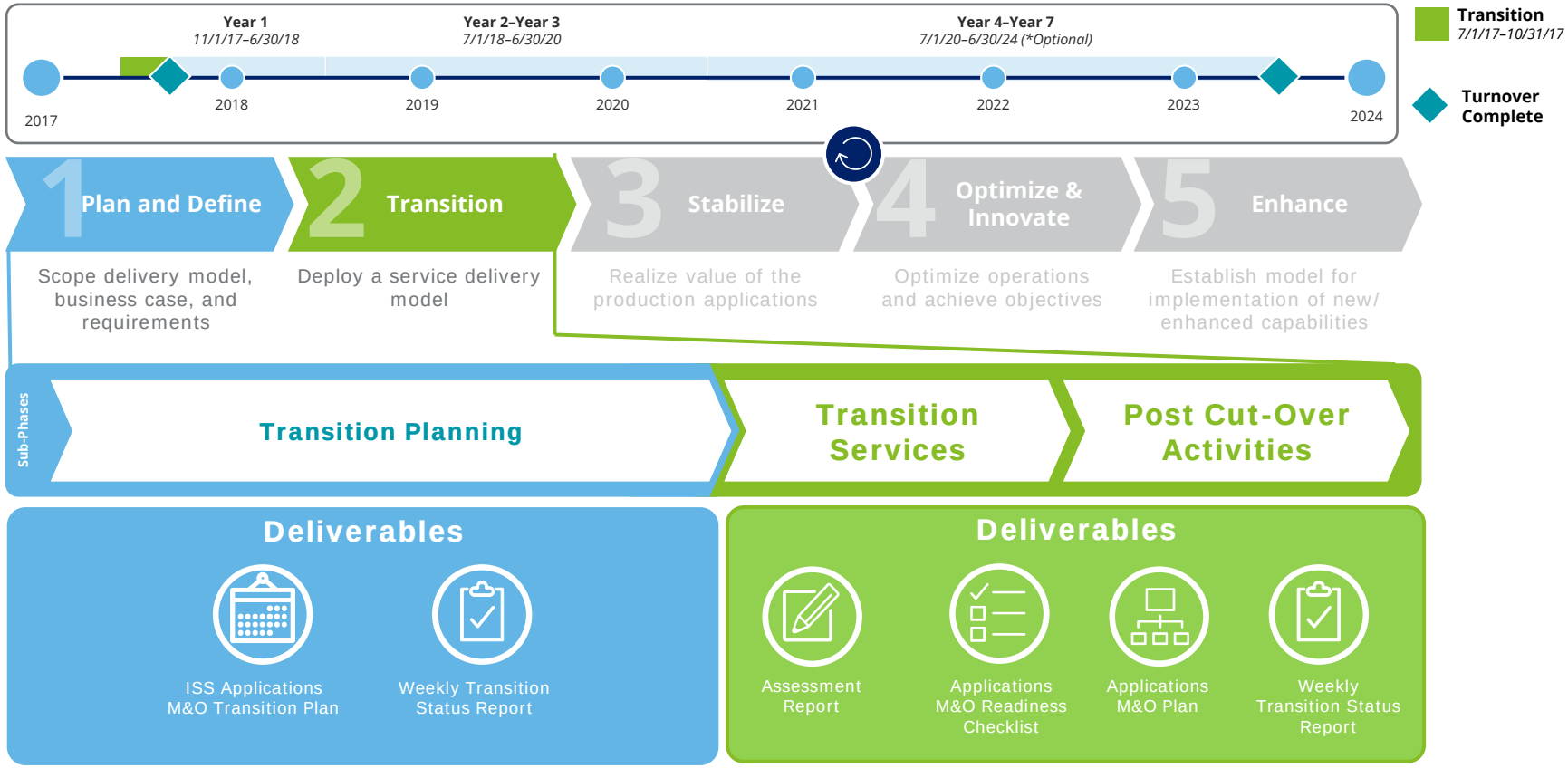
Deloitte's Guiding Principles



Our staffing approach is designed to deliver the right resources needed to deliver DHS objectives

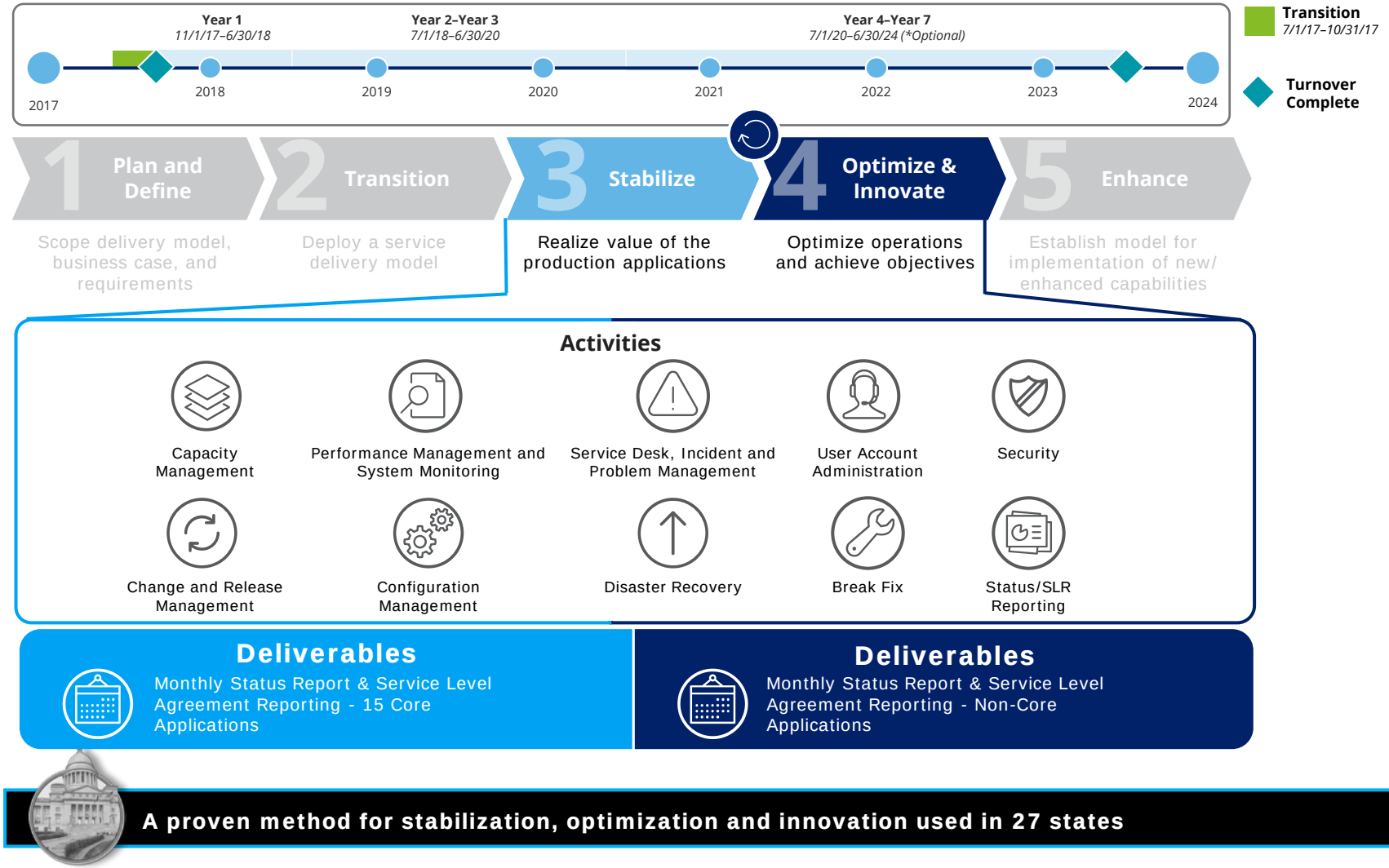
Approach to Transition

Seamlessly transition M&O services with minimal impact



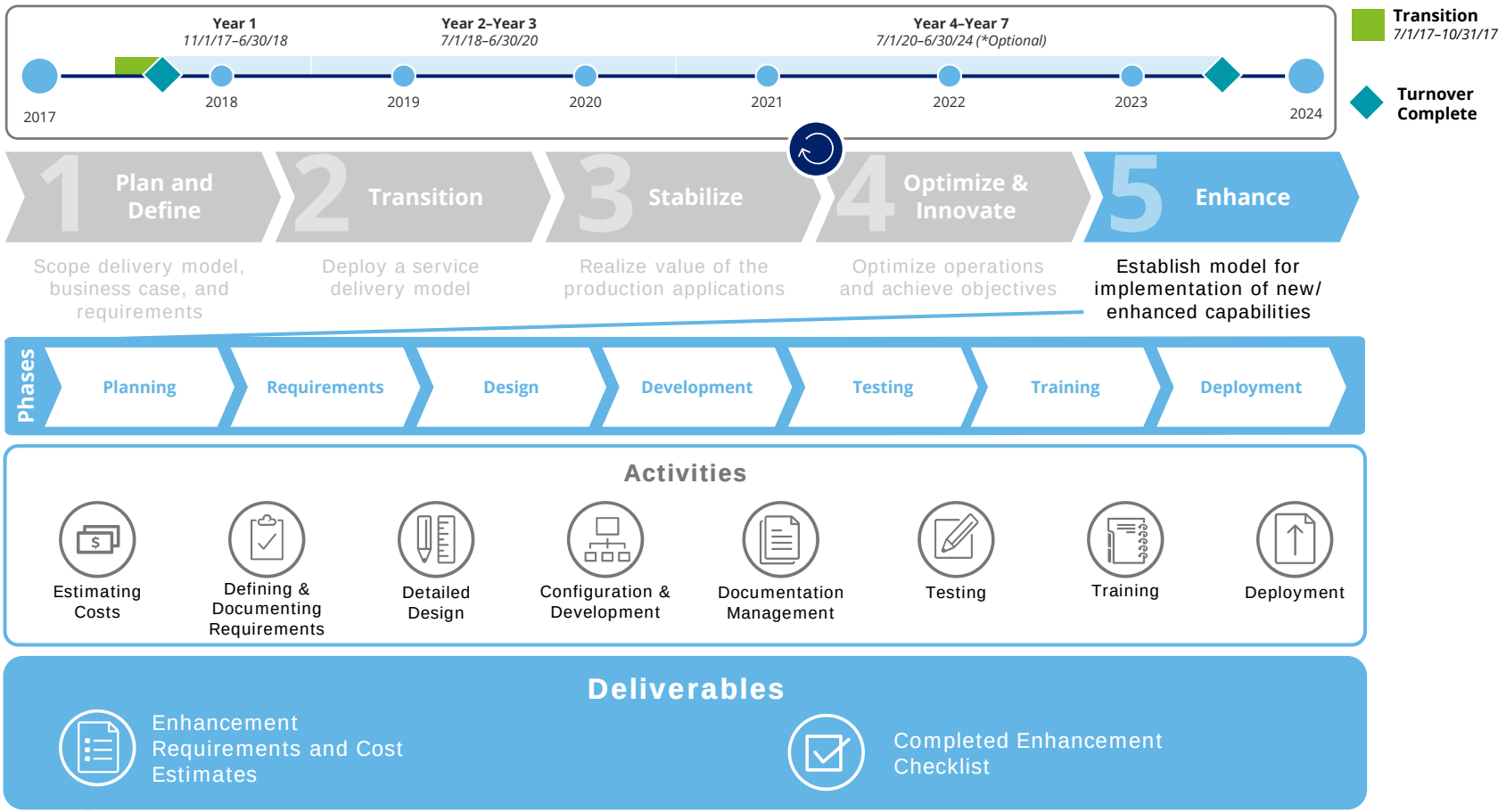
We bring the experience of successfully transitioning M&O services for 9 states

Approach to Application Maintenance & Operations



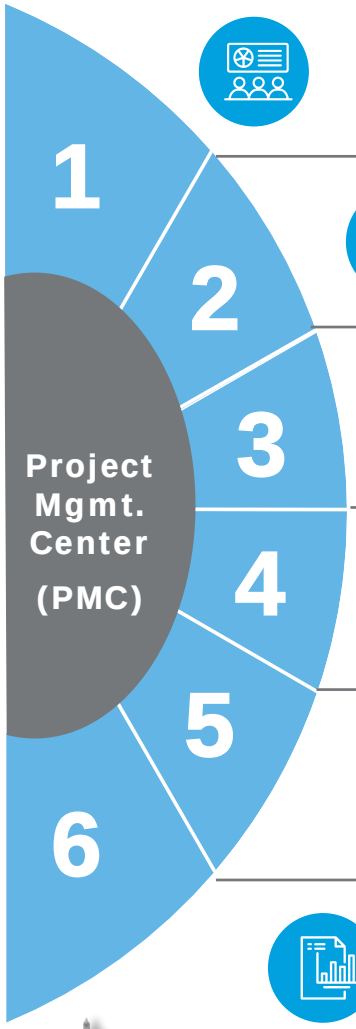
A proven method for stabilization, optimization and innovation used in 27 states

Approach to Modification and Enhancements

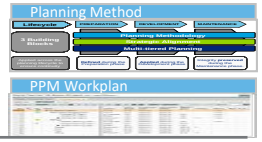


We will work collaboratively to enhance the experience for DHS and the citizens of Arkansas

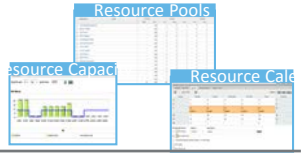
We use our Project Management Center (PMC) to keep it all together



Planning

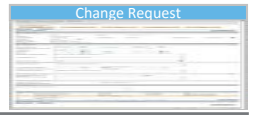


Managing Resources

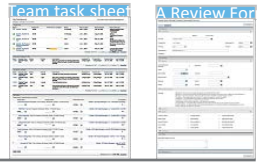


Risk & Issue

Control of Change



Managing Delivery

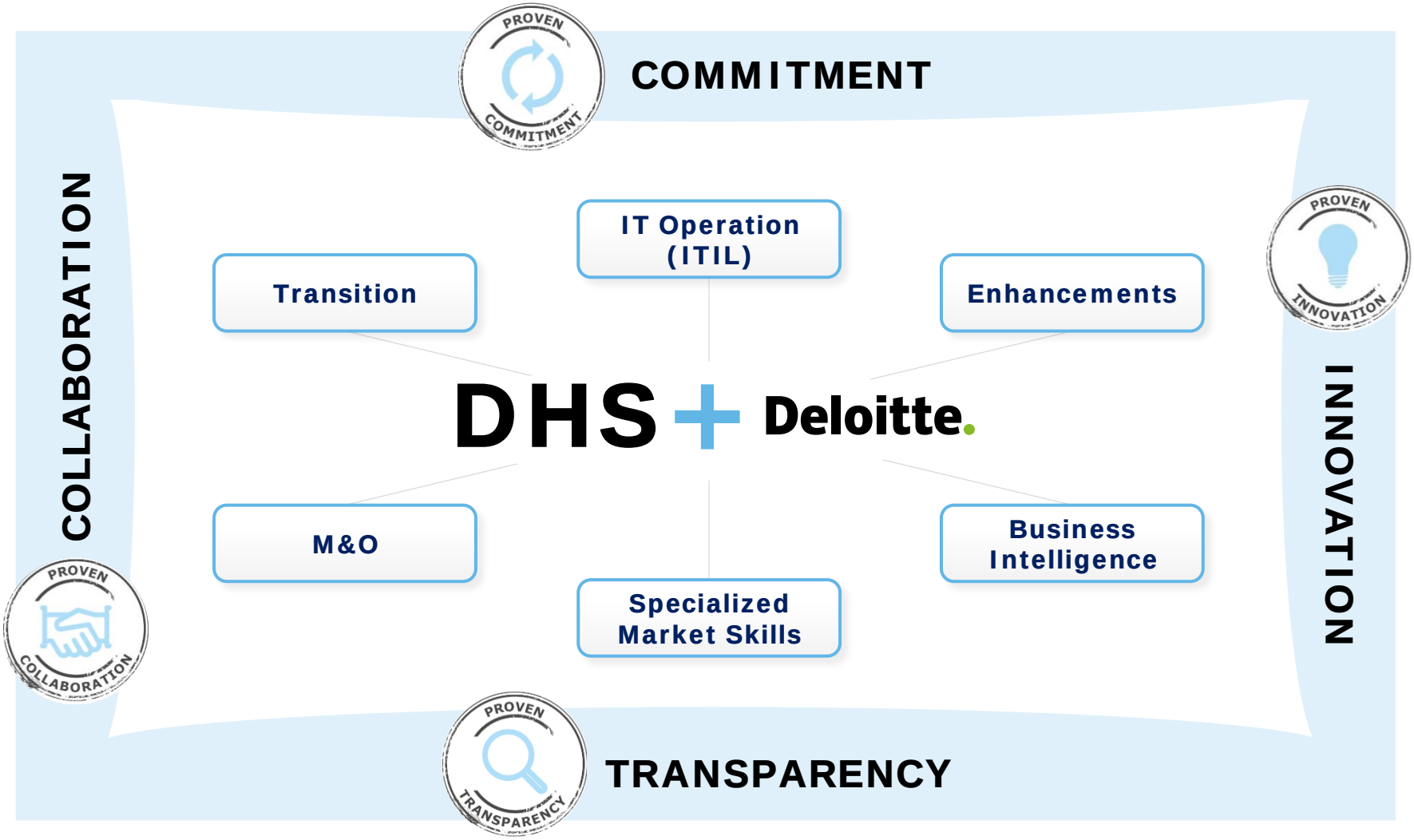


Reporting

PMC transparently manages all disciplines of project management

Delivering on our commitment to serve DHS

Our approach to serving DHS is based on your core tenants to achieve your objectives



Break

E.1 Vendor Experience and Organization

A2	Vendor Experience/Understanding
B1	D&B and Financial Capacity
B2	Corporate References/Guarantee

DHS Questions

E.1 Vendor Experience & Organization

A2 Vendor Experience / Understanding

1. What lawsuits have been filed with Deloitte Consulting LLC in the last 5 years? What causes of actions are associated with the lawsuits and the disposition of the suit?
2. What letters of concern or corrective action plans has Deloitte received from U.S. Public Sector Health and Human Services clients in the last 5 years, what are the root causes, and what is the current resolution status?

B1 D&B and Financial Capacity

1. Which privately owned partnership will be holding the services contract for ISS? Please provide additional financial information related to that entity.

B2 Corporate References / Guarantee

1. Provide a detailed overview of the Deloitte partnerships related to this proposal?
2. What is Deloitte willing to do to provide further assurances to the State?

E.2 Project Organization and Staffing Time Commitment

A1	Organization and Staffing
A3	Training/Staff Retention
B1	Staff Experience/Resumes
B2	Collaboration

DHS Questions

E.2 Project Organization and Staffing Time Commitment

A1 Organization and Staffing

1. Through this upcoming engagement, DHS is driving to improve its IT organization's performance in terms of cost, efficiencies, agility, innovations and customer excellence. How will Deloitte ensure the team has the knowledge, experience and resources required to enable this change?

A3 Training and Staff Retention

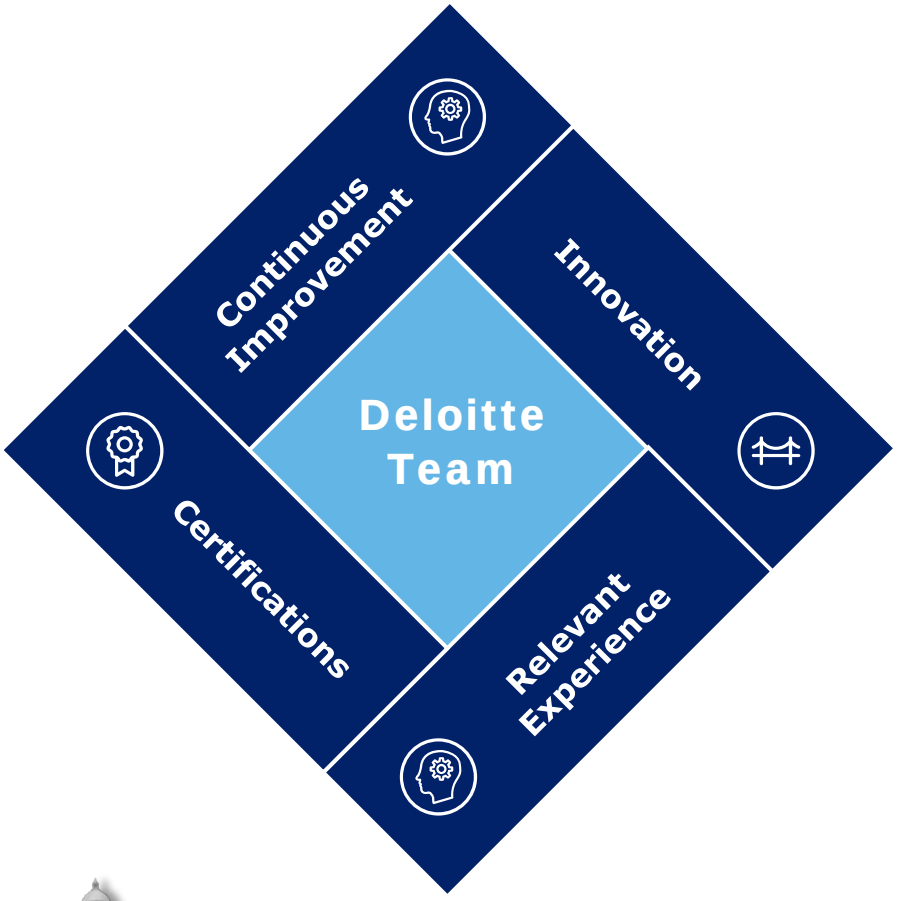
1. What percentage of the proposed engagement staff will be contractors (e.g. receive 1099s vs. W2 employees) or other flexible staffing model employees? What techniques (e.g. training) will Deloitte leverage to ensure these resources will easily integrate into the Deloitte's standards (e.g. methodologies, processes, approaches)? What roles are most appropriate for these non-employee resources in a project of this size and scope?

B1 Staff Experience / Resumes

1. DHS is interested in an Engagement Manager who has experience both in running an Application M&O and development teams and with Health and Human Services clients. Please discuss the Engagement Manager's experience in HHS space.
2. Discuss Operations Lead's experience in HHS space.
3. DHS highly prefers a consistent and highly qualified Vendor Application Development leadership team. Will Deloitte be open to making other staff as "key resources/personnel"?

A1 – Organization and Staffing

Our deep bench of HHS specialists allows us to bring the right resources at the right time



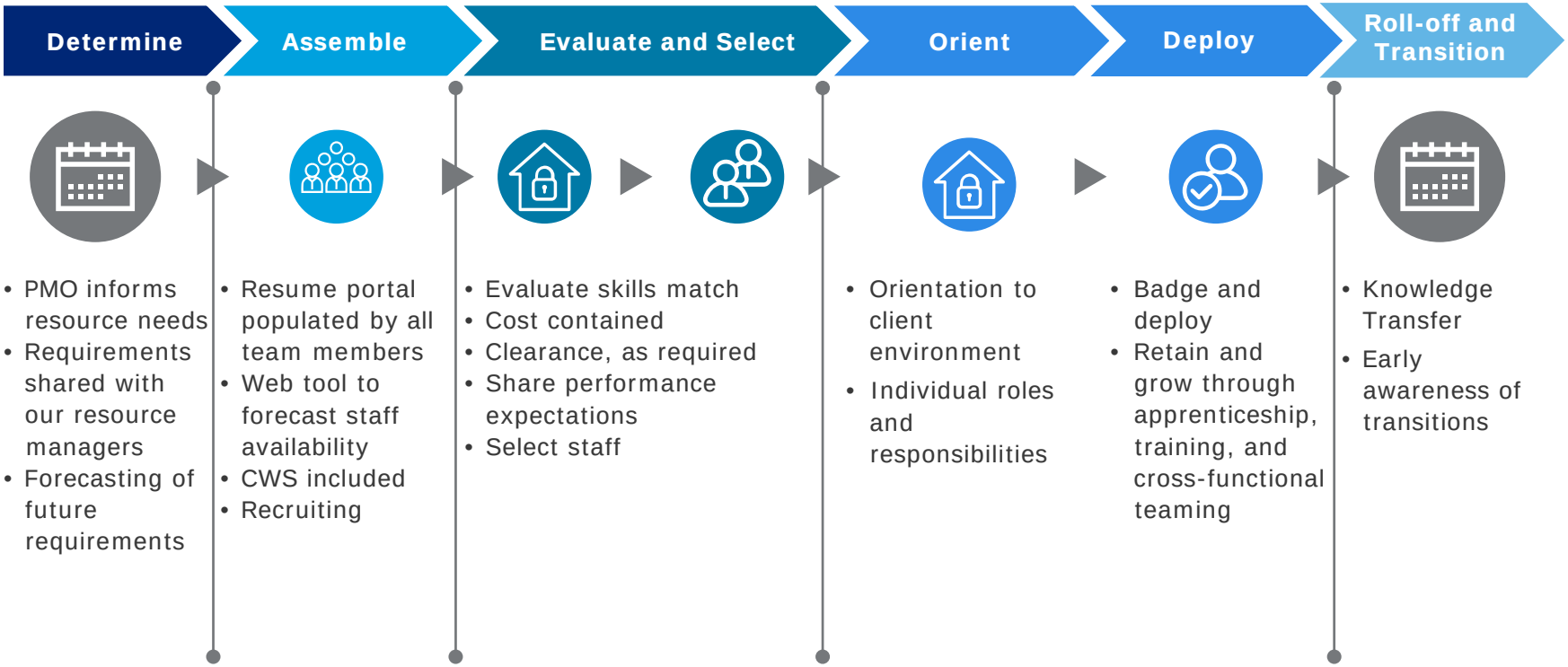
Deloitte Team

- Deep bench of HHS practitioners
- Robust retention, staffing, training, and onboarding processes
- Contingent Workforce Services (CWS) provides a deep bench of qualified additional staff
- Integrated demand and resource planning to deliver the right resources, when you need them
- HHS Quarterly Calls with clients
- Innovation and Community of Practice investment

Deloitte will bring the knowledge, experience and resources to support innovation and improvement

A1 – Organization and Staffing

Supply planning and staffing is an integrated process for regular and flexible staff



Our staffing process emphasizes inclusion of our flexible staff and quick evaluation of skills

A3 – Training/Staff Retention

Deloitte's CWS program delivers high performing team members when you need them

Deloitte's **Contingent Workforce Services (CWS)** allows us ready access to a large group of diverse, HHS experienced professionals who are pre-qualified and ready to engage. Deloitte **CWS staff make up approximately 35-40%** of this engagement

CWS staff follow the same methodology and have access to the same rigorous training programs as Deloitte permanent hires

- Onboarding Training
- Lunch & Learn and HHS Training
- Deloitte Internal Boot Camps
- Deloitte Digital Learning
- Training through our Alliance Portfolio

Flexible CWS staff are most commonly M&O incumbent hires or local market professionals who we engage as specialist developers, testers, infrastructure analysts.

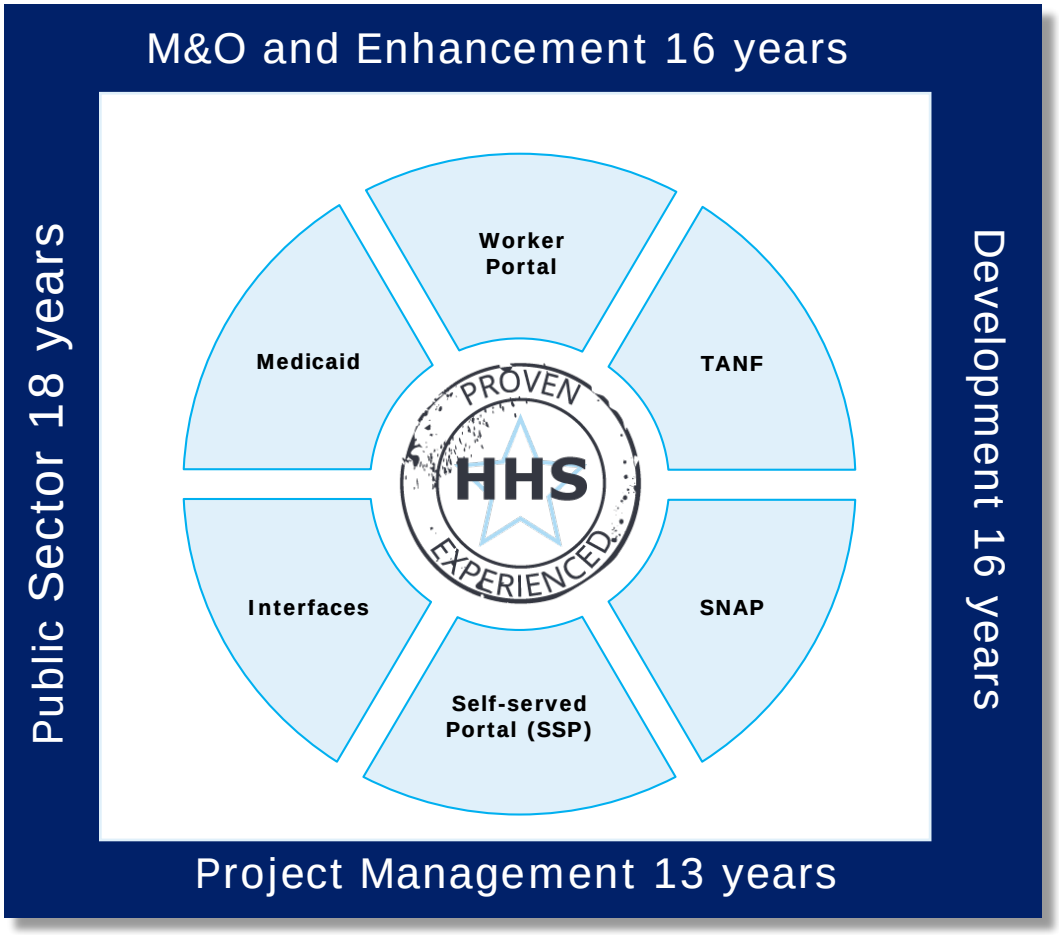
CWS allows us to quickly adjust to your changing needs while maintaining quality

B1 – Staff Experience/Resumes

Jay Waller, Engagement Manager

ITIL V3 Certified

PMI PMP



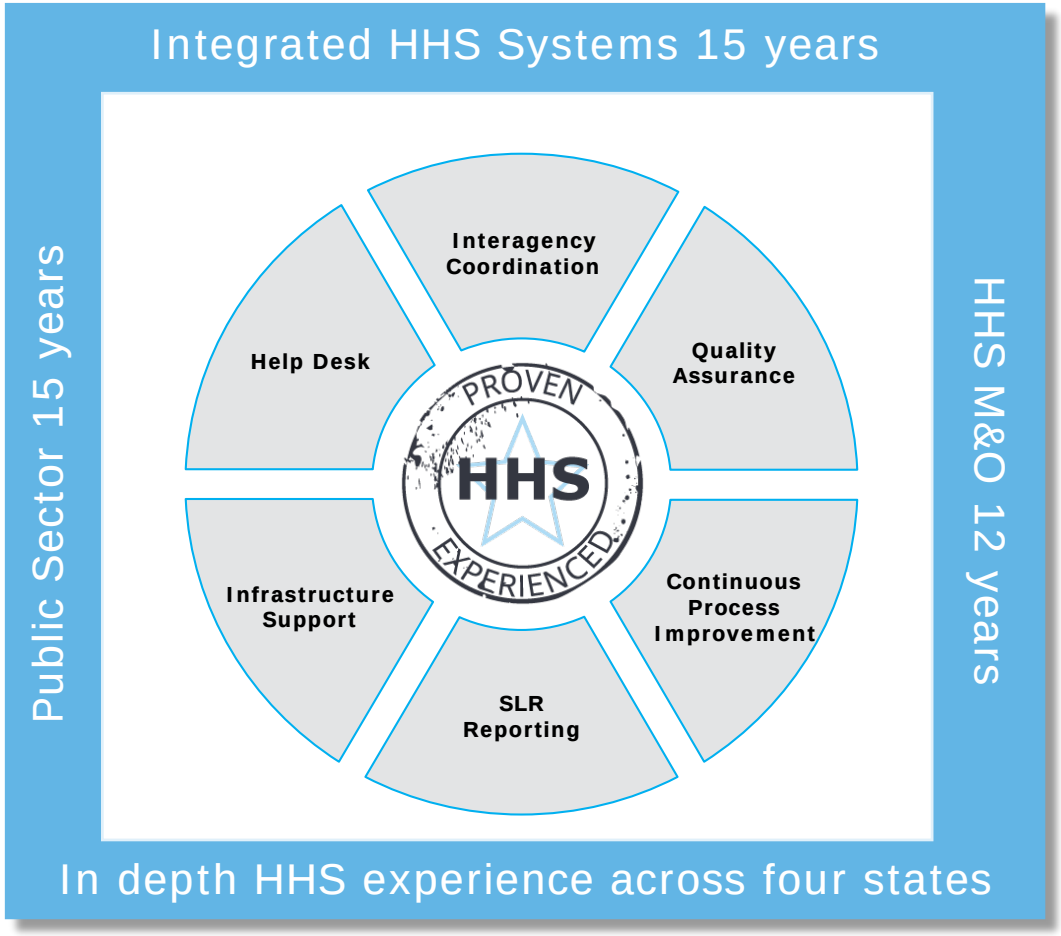
Public sector, HHS, M&O, SDLC, and project management experience

B1 – Staff Experience/Resumes

Jeff Hach, Operations Lead

ITIL V3 Certified

PMI PMP



Over 15 years of HHS experience across Deloitte's most complex and challenging HHS engagements

B1 – Staff Experience/Resumes

Extending identified key resources/personnel

Deloitte is open to extending the identified key resources/personnel to include the Business Intelligence & Reporting Lead

Colin Stauffer

BUSINESS INTELLIGENCE & REPORTING LEAD

PMI PMP

- 7 years business intelligence, information management and advanced analytics solutions experience
- 20 analytics solutions delivered to state HHS clients, including experience in the Microsoft stack (SQL Server, SSRS, SSIS, and SSAS), SAS and Oracle RDBMS, technologies that DHS currently uses
- Technologies delivered include Cognos, Tableau, Qlik View, QlikSense, Informatica, Netezza, Microsoft and Oracle information management tools

Deloitte is open to making other staff as "Key Resources/Personnel"

B2 – Collaboration

In all 45 states where we have worked, Deloitte collaborates with third party vendors to deliver results for our HHS state clients

DHS Third Party Service Provider	Clients
NORTHROP GRUMMAN	• Child Support Enforcement and Child Welfare: State of Montana
hp	• WCDS Consortium in California, CalWIN • MMIS: States of Nevada, Oregon, Florida, Georgia, Tennessee, Pennsylvania, Colorado
xerox	• EBT and print center: States of Georgia • SSHIX Assessment: State of Nevada • MMIS: States of Montana and California
GENERAL DYNAMICS	• Department of Defense • Department of Homeland Security

Deloitte has proven collaboration experience with DHS' third party vendors

E.3 ISS Requirements

A1	Transition Services
B1	Application M&O
C1	Modifications & Enhancements
D1	Business Intelligence & Reporting
E1	Provision of Additional Services
F1	Account Management & Quality Assurance Requirements
G1	M&O Turnover
H1	Maintenance & Operations SLR’s

DHS Questions

E.3 ISS Requirements

A1 Transition Services

1. How will Deloitte meet or address DHS limitations? For example, if Arkansas doesn't have the number of business analyst, database admins, or test/development environments required for parallel transitioning as specified in the bid response.

B1 Application M&O

1. DHS recognizes the benefits and value of keeping applications from becoming obsolete and unmanageable. Describe your approach to ensuring all applications will be kept current and manageable over time. How will you keep documentation current and up to date?
2. Describe how Deloitte defines minor maintenance versus major maintenance. What is your definition of maintenance versus a system enhancement? I.e., what is part of the fixed fee Application M&O portion and what would be above baseline?
3. From the tools mentioned in the proposal, which are included in the fixed fee bid?

C1 Modifications & Enhancements

1. Enhancement Requests—how will Deloitte scope and estimate enhancements and determine what is reasonable to include in your fixed bid response?
2. How will Deloitte ensure that deliverable controls are adequate?
3. One of the objectives of this RFP is to establish higher cost transparency and predictability. As such DHS would like all enhancements and modifications be proposed under fixed fee arrangements and able to validated using suitable functional sizing methods such as Function Points. Describe how your methodology aligns with this requirement.

DHS Questions

E.3 ISS Requirements

D1 Business Intelligence & Reporting

1. DHS would like to grow the group of analysts who can be considered Business Intelligence super-users and to empower end users to have better access to information. How do you approach the concept of empowering end users and enabling a self-service reporting environment?
2. Describe Deloitte's approach to data governance & data analytics and the role DHS would be expected to perform.
3. Your proposal focused on Deloitte's approach to implementing BI and Reporting capabilities. Can you discuss your experiences with the tools currently used by DHS and why these were not mentioned in this portion of proposal?
4. Provide examples of end user reporting capabilities Deloitte has deployed for other HHS clients using the BI software tools implemented at DHS.

E1 Provision of Additional Services

1. As noted in the RFP, upon contract execution, the first additional service DHS will require is Security Services. Please discuss your experiences in the areas outlined in the RFP (e.g. MARS-E compliance & security review policies) and qualifications.

F1 Account Management & Quality Assurance Requirements

1. What is the interagency coordinators role? Describe the specific responsibilities and the intended value of the position for DHS.

DHS Questions

E.3 ISS Requirements

G1 M&O Turnover

1. Describe your approach to downsizing of current M&O staff during the Turnover phase.

H1 Maintenance & Operations SLR's

1. DHS needs to ensure that vendor's focus and objectives are aligned with that of DHS'. The RFP in section 3.5.2.2 states the following benchmarking requirement: "On a bi-annual (once every 2 years) basis, DHS will benchmark the applications M&O and enhancement efforts so the Vendor's costs can be measured against peer organizations with portfolios of similar size and complexity. As outlined in the ISS Engagement Scope Section (Section 3.4) DHS expects the Vendor to undertake activities to decrease the cost of supporting the 15 core applications in DHS' portfolio and developing enhancements. The vendor is expected to submit a fixed bid for the Maintenance and Operations of the entire application portfolio in response to this RFP, and support a benchmark of the core 15 core applications within 60 days of the first anniversary of project start date. DHS expects the Vendor to decrease the gap between its M&O costs and best-in-class, top quartile, on an annual basis. The Vendor is expected to be within 20% of the Peer Average with the initial cost benchmark, and achieve cost performance levels within 10% of top quartile performance within 3 years, or demonstrate a 10% annual cost reduction until such time that the Vendor has achieved cost performance equal to or better than the top quartile peers. If the Vendor is not within the 20% of the peer average, DHS reserves the right to re-engage in cost negotiations with the Vendor to close the gap between the Vendor's M&O costs for the 15 core applications and a range within 20% of peer cost benchmark." Please elaborate on how you will accommodate the above service level requirement and on some of the techniques you plan to use to leverage opportunities where costs can be decreased while maintaining the same service levels.

2. Discuss how your staffing model will change over time and confirm that you expect the core Application M&O revenues to decrease over time as the gaps with peer benchmark average is closed.

A1 – Transition Services

We recognize DHS will have competing priorities during Transition

Competing Priorities

- Staff Constraints
- Program Mandates
- Cyclical Activities
- Technical Environments
- In-flight Projects

Prioritizing DHS involvement

- Use existing test regions
- Experience
- Clarify key issues

Leveraging incumbent

- Shadowing
- Evaluate and prioritize requests

Deloitte experience based

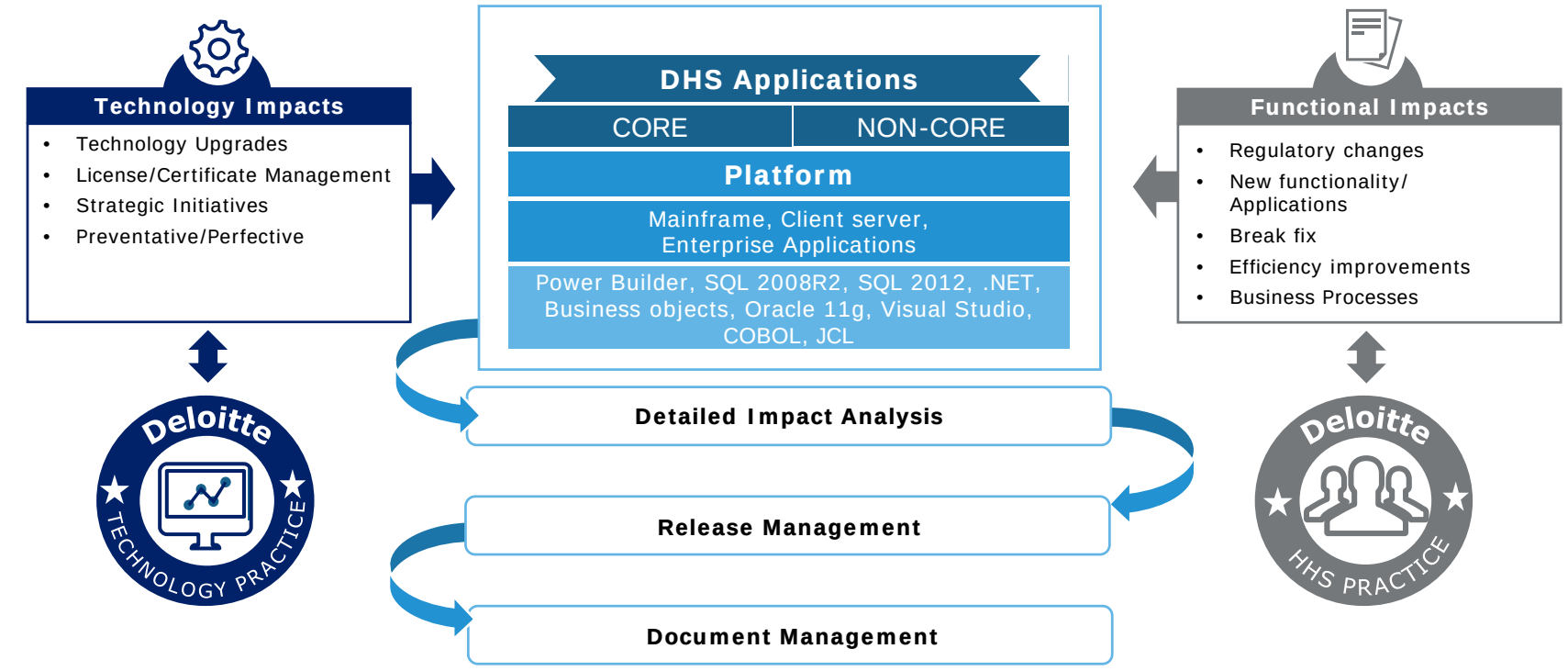
- Staff constraints
- Program Mandates
- Cyclical activities

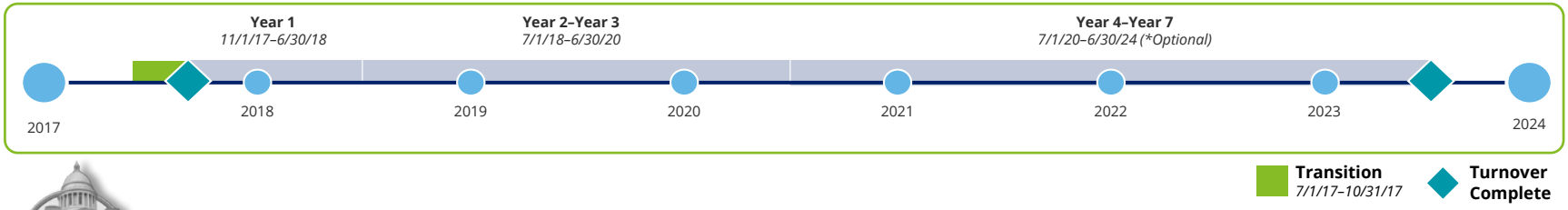
Using the existing technical environment

No additional staff or technical environments are required to support the Transition

B1 – Application M&O

We follow an integrated approach to application and documentation management





Deloitte's proven HHS M&O approach keeps applications and documentation current

B1 – Application M&O

Maintenance and enhancements clarification

Maintenance Definition

Baseline (BL) and minor maintenance activities are in the Fixed Fee

- Break Fix
- Preventative/ Perfective
- Adaptive
- Support Activities
- Training
- Test Environments
- Reference Tables/ Data Fix
- Application Security Access

System Enhancements Definition

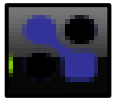
Above baseline (ABL) and major maintenance activities are included in the 90,000 hours

- New Application Functionality
- Software Migration
- Application changes related to Infrastructure Upgrades
- Implementing Strategic Initiatives
- Efficiency Improvements and Modernization
- Legislative or Regulatory Changes

Deloitte clarifies maintenance vs. enhancements with transparency

B1 – Application M&O

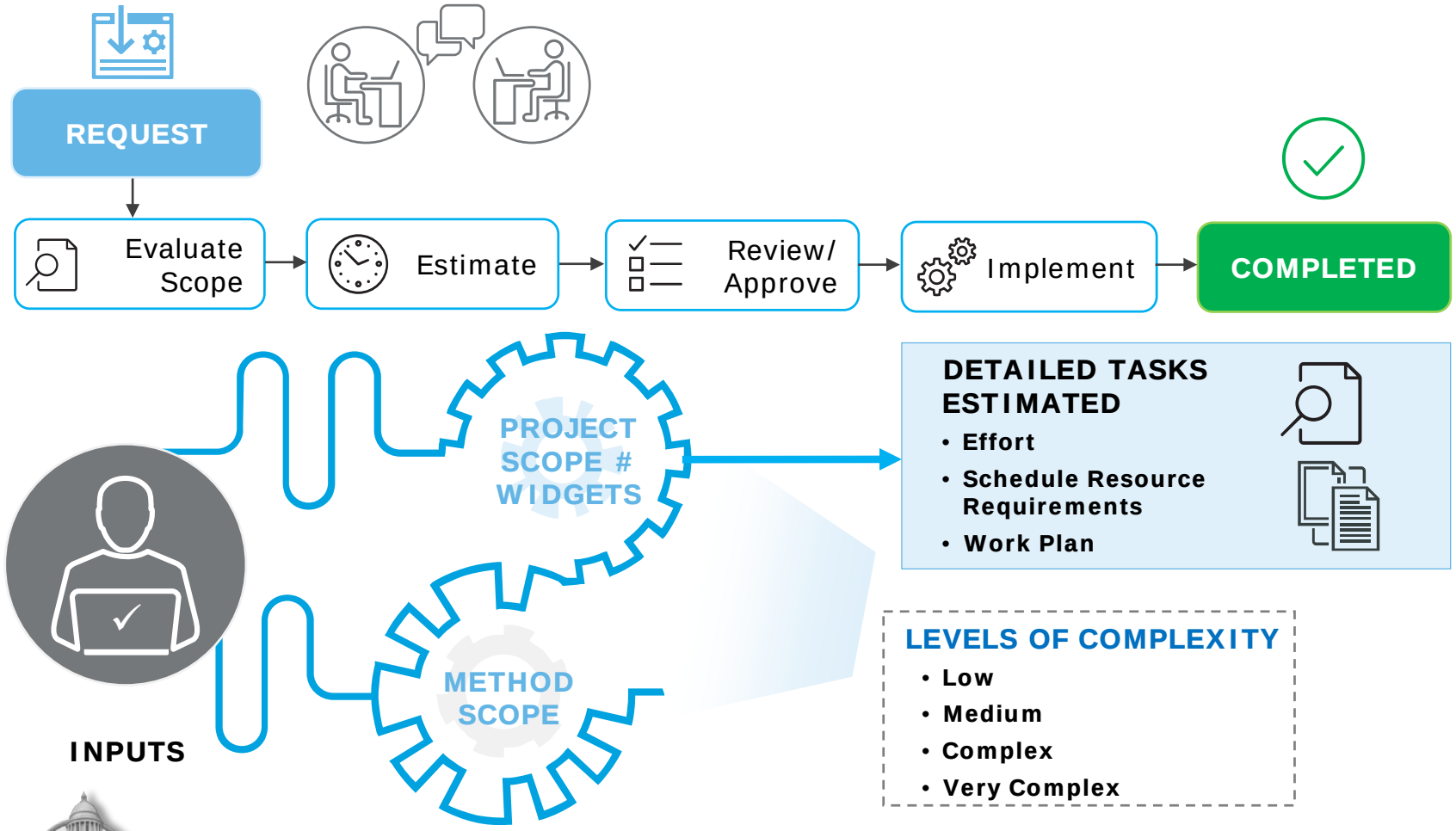
We will use your tools and propose additional tools to support project transparency

CAPABILITIES	TOOLS AND ACCELERATORS	INCLUDED IN FIXED FEE BID?
Project Management	Project Mgmt Center	✓
Project Estimator	Project Estimator & Planning Suite	✓
Deloitte Knowledge Repository	 Deloitte COPs	✓
Delivery Methodology		✓

All proposed tools were included in our fixed fee bid

C1 – Modifications & Enhancements

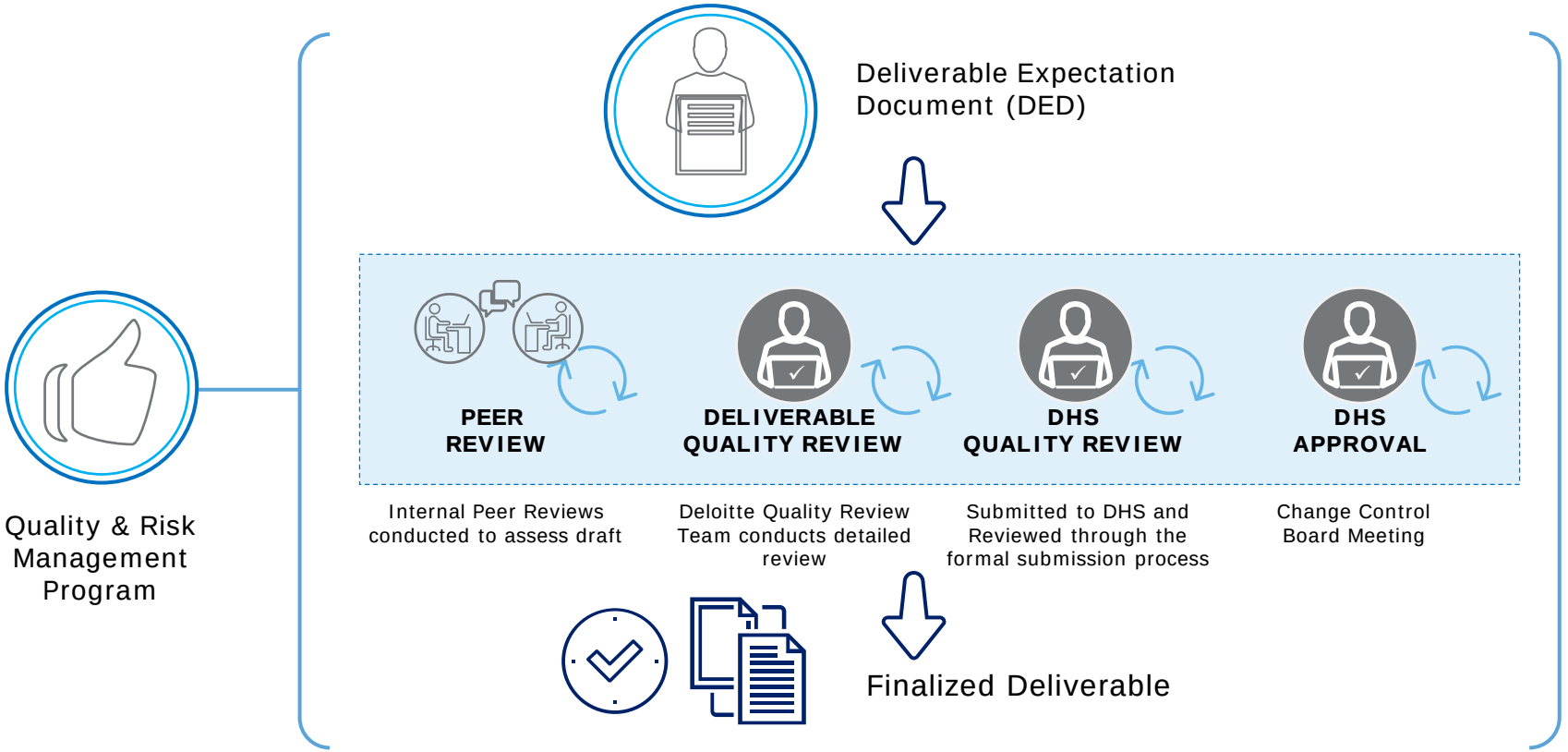
Deloitte follows a transparent process that includes a functional estimation tool for estimating enhancements



The PE&PS tool uses our experience with 45 HHS states to create transparent, accurate estimates

C1 – Modifications & Enhancements

Deliverables are controlled with our methodical quality and risk management process



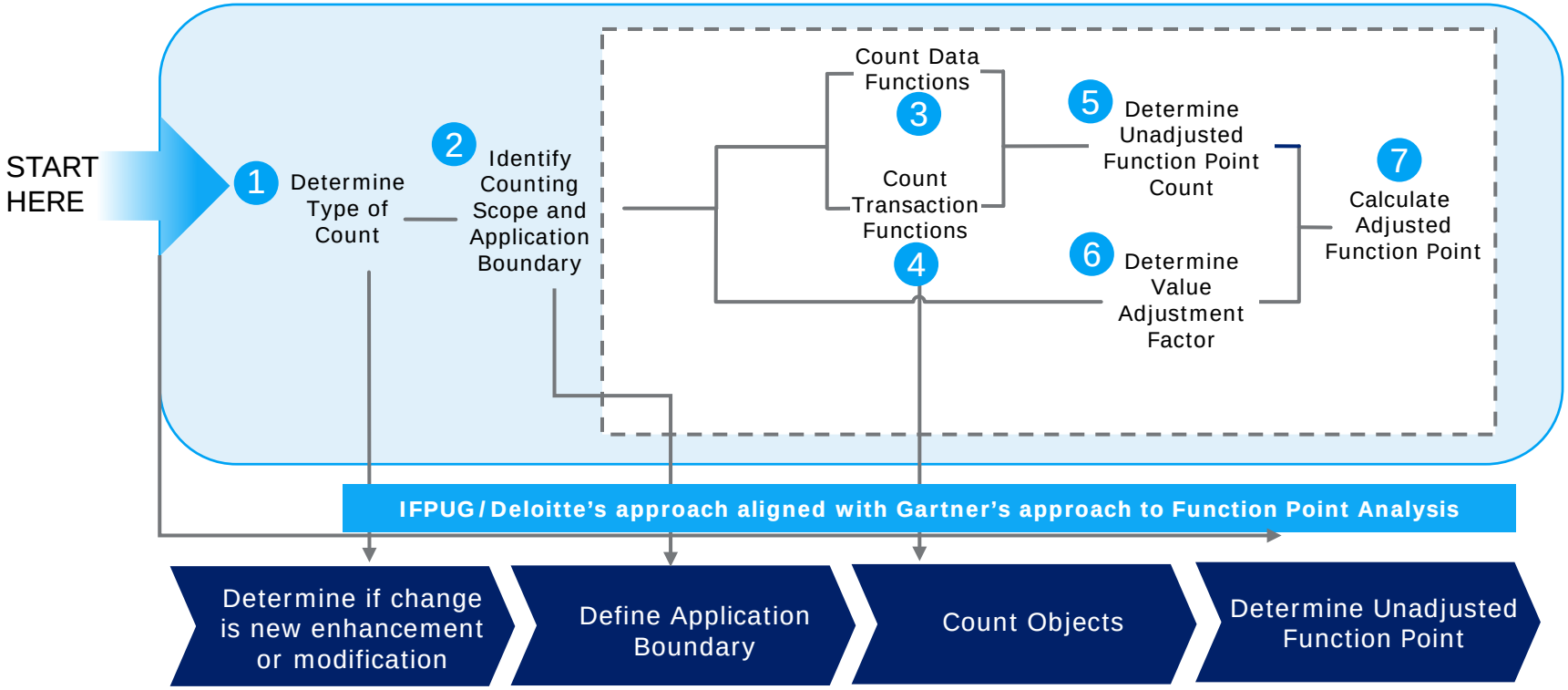
- Deloitte Senior Leaders (QRM) conduct quarterly quality assessments
- Deloitte's QRM program assesses quality for all components; not just deliverables
- Deloitte will aim to achieve acceptance in minimal cycles per section 3.8.2 of the RFP
- Our goal is to earn 10 out of 10 on Customer Satisfaction Surveys as defined in the SLRs

A formal deliverables definition, expectation, and review process will support deliverable controls

C1 – Modifications & Enhancements

Deloitte's Methods & Tools team provides estimation and validation using multiple functional sizing methodologies

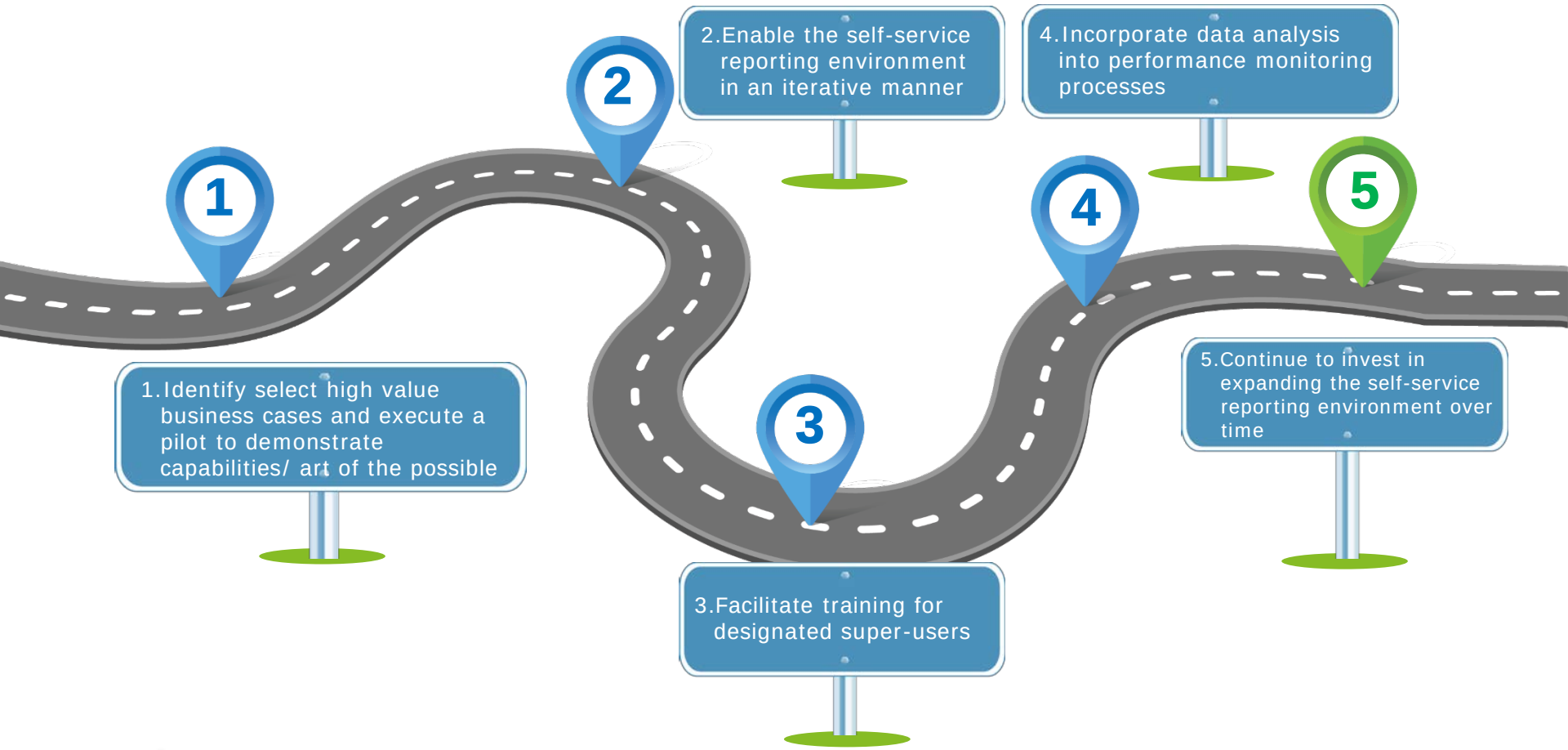
IFPUG / Deloitte's Approach to Function Point Analysis



Cost transparency and predictability is enabled by validation using functional sizing methods

D1 – Business Intelligence & Reporting

Deloitte empowers end users and enables a self-service reporting environment



Scaling an analytics culture at DHS, not just building reports

D1 – Business Intelligence & Reporting

Deloitte's approach to Data Governance

Data Architecture includes the business information model and metadata dictionary

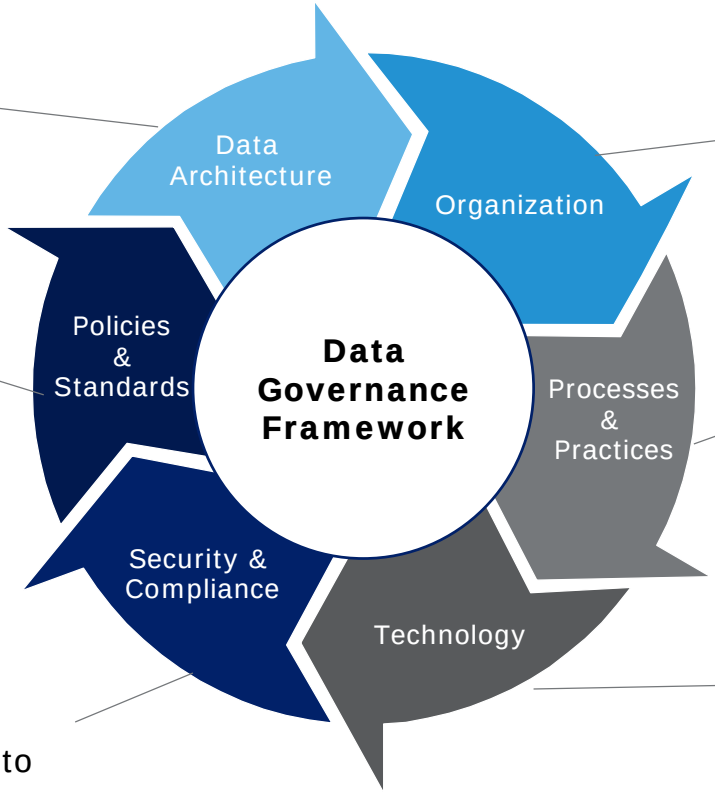
Organization focuses on leveraging the right mix of business and technical stakeholders to deliver governance capabilities

Policies & Standards refers to guidelines and principles to enforce data governance processes

Processes & Practices Establish guidelines on how data policies are created and implemented

Security & Compliance focuses on the controls in place around data access, transmission and storage to help safeguard data

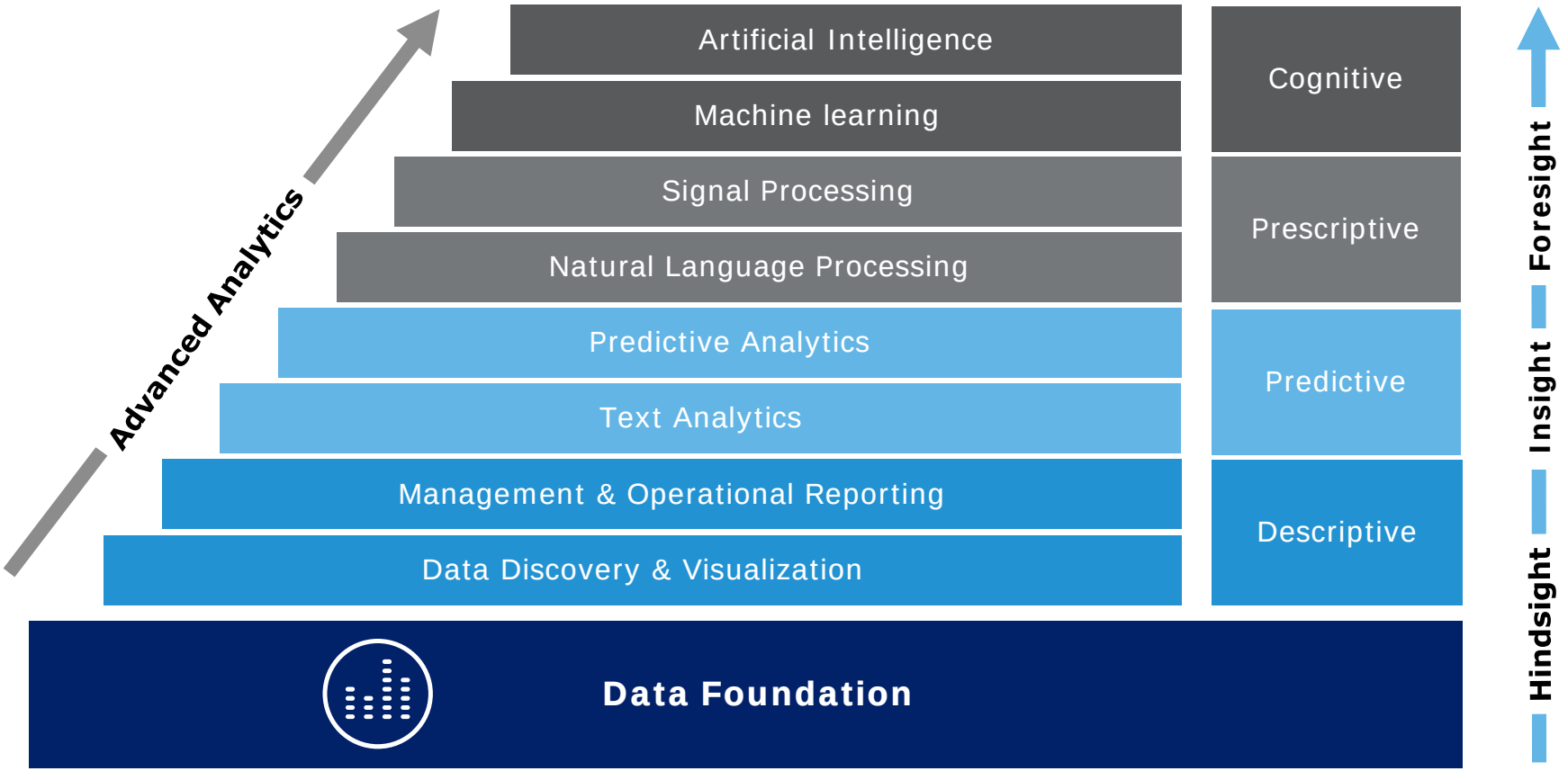
Technology provides solutions to enable data governance capabilities



Data Governance enables DHS to reduce redundancy and promote usage across programs

D1 – Business Intelligence & Reporting

Deloitte's approach to Data Analytics



Increasingly sophisticated capabilities are needed to become a mature insight-driven organization

D1 – Business Intelligence & Reporting

We will collaborate with DHS throughout the delivery lifecycle

Close collaboration | **Flexibility** to determine your level of involvement | **Close collaboration**

Discovery | **Plan & Analyze** | **Design & Build** | **Test** | **Deliver**

Develop Master Plan

Develop Work Plan

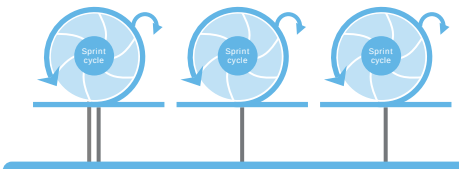
Sprint 0

Refine high level requirements and define detailed requirements

High level Design and Architecture

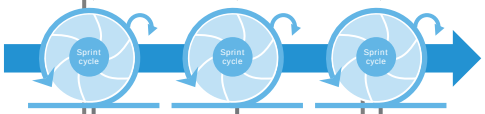
Define number of Sprints and Sprint Work Plan

Design and Build



- Number of sprints determined by project
- Sprint plans developed iteratively

Unit Test Script Runs



- Testing is executed as code is ready

Integration Test

User Acceptance Test

User Acceptance Test

Deployment

Support & Training

DHS will have the flexibility to determine your level of involvement

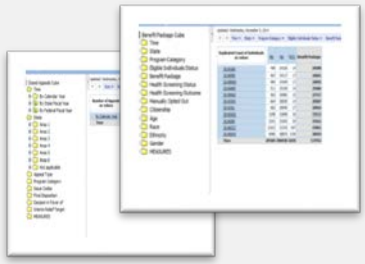
D1 – Business Intelligence & Reporting

Deloitte takes a tool agnostic approach to delivering BI & Reporting solutions

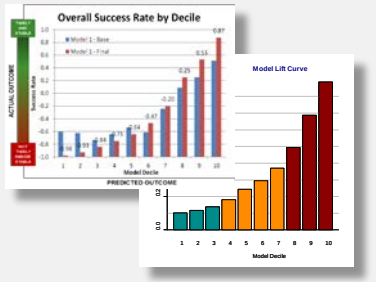
Canned Reports

Dashboards

Multidimensional Cubes

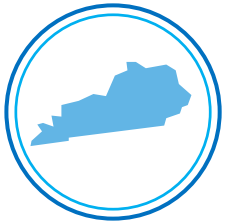


Statistical Models



Commonwealth of Pennsylvania
Department of Human Services

State of Kentucky
Department of Human Services



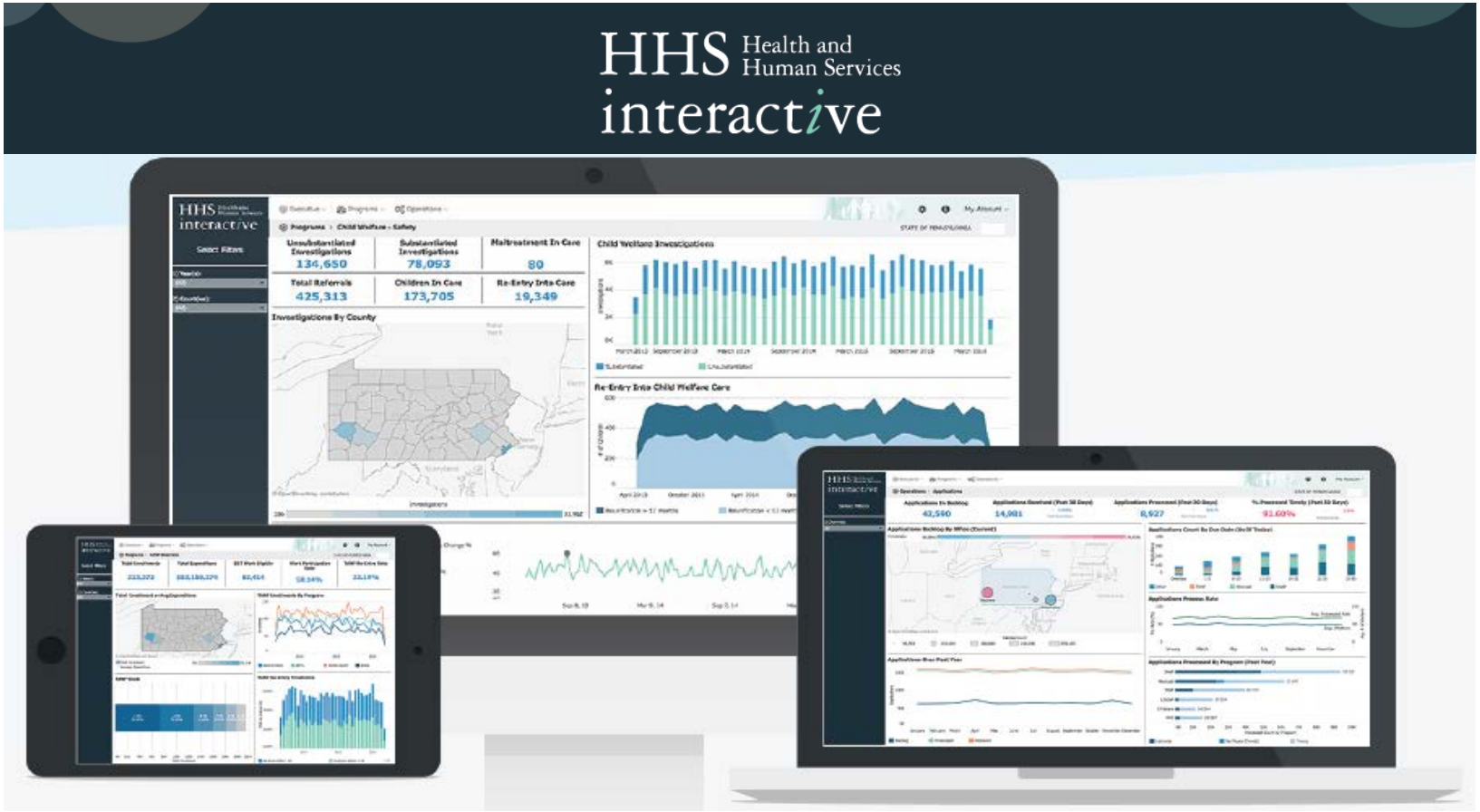
State of Florida
Retirement Systems

State of California
Department of Health

We have proven success delivering BI & Reporting solutions using the same tools as DHS

D1 – Business Intelligence & Reporting

Deloitte can help DHS expand beyond existing reporting capabilities



Deloitte brings out of the box reporting capabilities that are in use at other HHS clients

E1 – Provision of Additional Services

Extensive HHS security services experience

Additional security services

- ✓ MARS-E 2.0 and IRS Compliance and Auditing
- ✓ Multifactor (two-factor) authentication
- ✓ Encrypt data at rest and in motion
- ✓ Use of public key infrastructure for certificates
- ✓ Role categorization by the security risk
- ✓ Securing and hardening Server operating systems
- ✓ Better controls around remote and role-based system access

CASE STUDY
Washington Health Benefit Exchange

- ✓ Security Lead
- ✓ MARS-E 2.0 and IRS Compliance deliverables
  - CMS System Security Plan (SSP)
  - IRS Safeguard Security Report (SSR)
  - CMS Privacy Impact Assessment (PIA)
  - IRS Compliance Audit Program (CAP)
  - CMS Information System Risk Assessment (ISRA)
  - CMS Plan of Actions and Milestones (POA&M)
- ✓ Completed 90 days prior to Open Enrollment
- ✓ Completed 30 days prior to Authority to Connect (ATC) deadline to connect to Federal Hub
- ✓ One of the first State Health Insurance Exchange to receive ATC in 2016
- ✓ Key success factors:
  - Started early
  - Identified and engaged key stakeholders from the start
  - Deloitte's experienced cybersecurity professionals

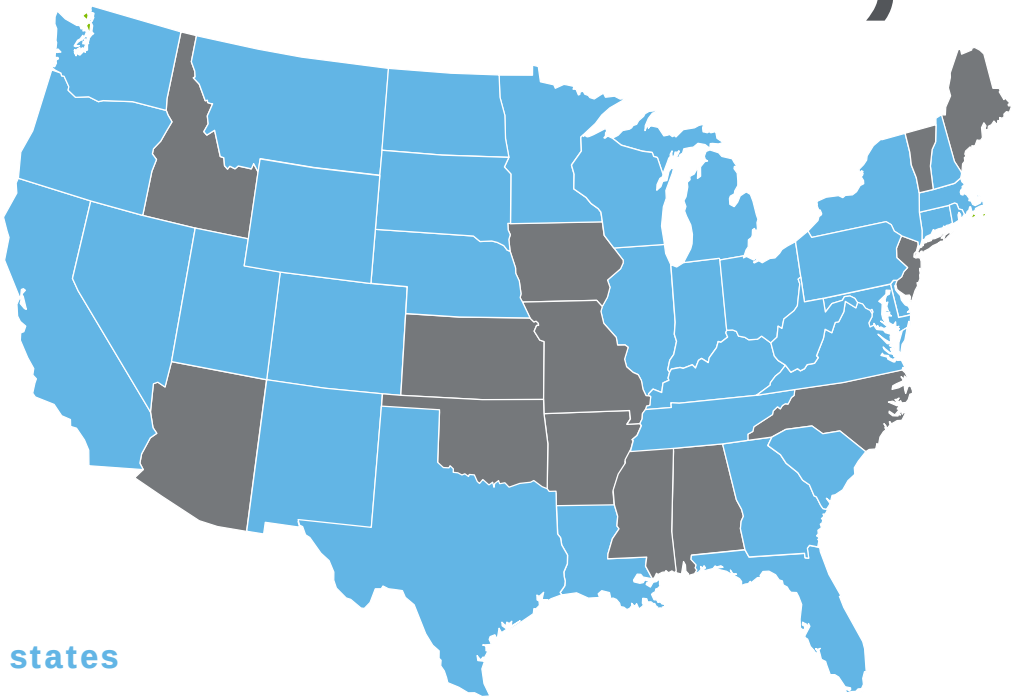
Committed to safeguarding and protecting data designated as PII/PHI under HIPAA regulations

E1 – Provision of Additional Services

Deloitte is a leading provider of state Cyber Risk Services

20+
years experience in public sector cybersecurity

2,000+
Cyber Risk practitioners



23
HHS cybersecurity states

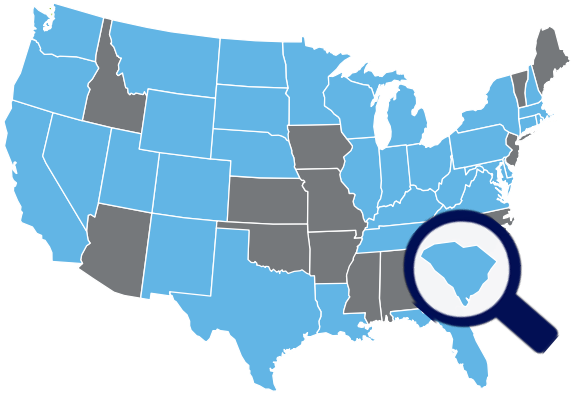
16
MARS-E states

Cyber Risk Services performed in 34 states

We've provided cyber risk services to more states than any other security services firm

E1 – Provision of Additional Services

Case Study: State of South Carolina, Security Assessment and Program Deployment



State of South Carolina

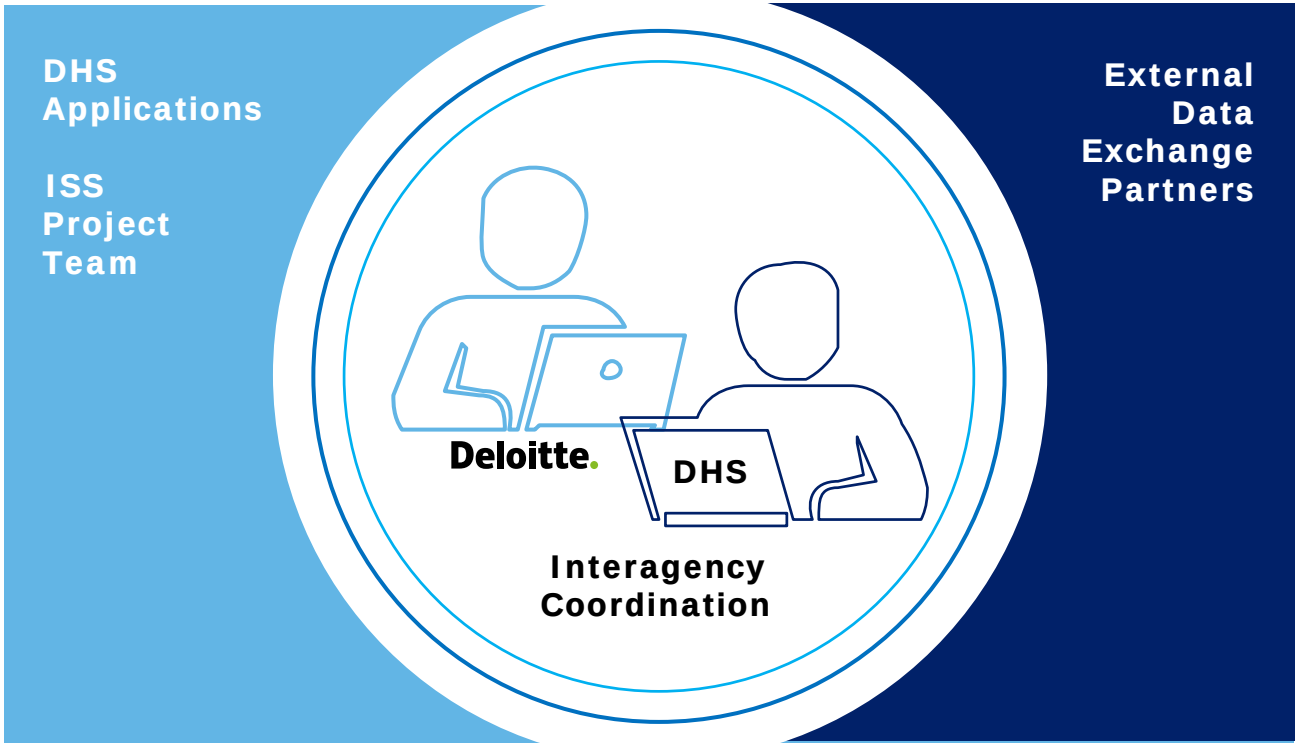
Security Risk and Vulnerability Assessment State-wide Information Security Program Development and Deployment

- Developed enterprise-wide INFOSEC framework, based on leading practices from NIST and other regulatory bodies that improved regulatory compliance and achieved a consistent risk assessment approach
- Implemented a cyber security professional development program to improve recruiting and retention of cyber security professionals
- Conducted risk assessments at over 20 state agencies and presented observations and remediation guidance
- Improved visibility to risks and confidence in making security related investment decisions based on real risks
- Created a data classification model to characterize the State's data for efficient use and protection, enhancing the State's information security and privacy posture, and improving the understanding of sensitive information
- Provided incident response support and incident recovery services to multiple state entities

Developed security program resulted in improved overall information security posture at the state level

F1 – Account Management & Quality Assurance Requirements

The Interagency Coordinator is a liaison to support DHS' coordination with external systems



Federal
- CMS
- FNS
- ACF
- SSA

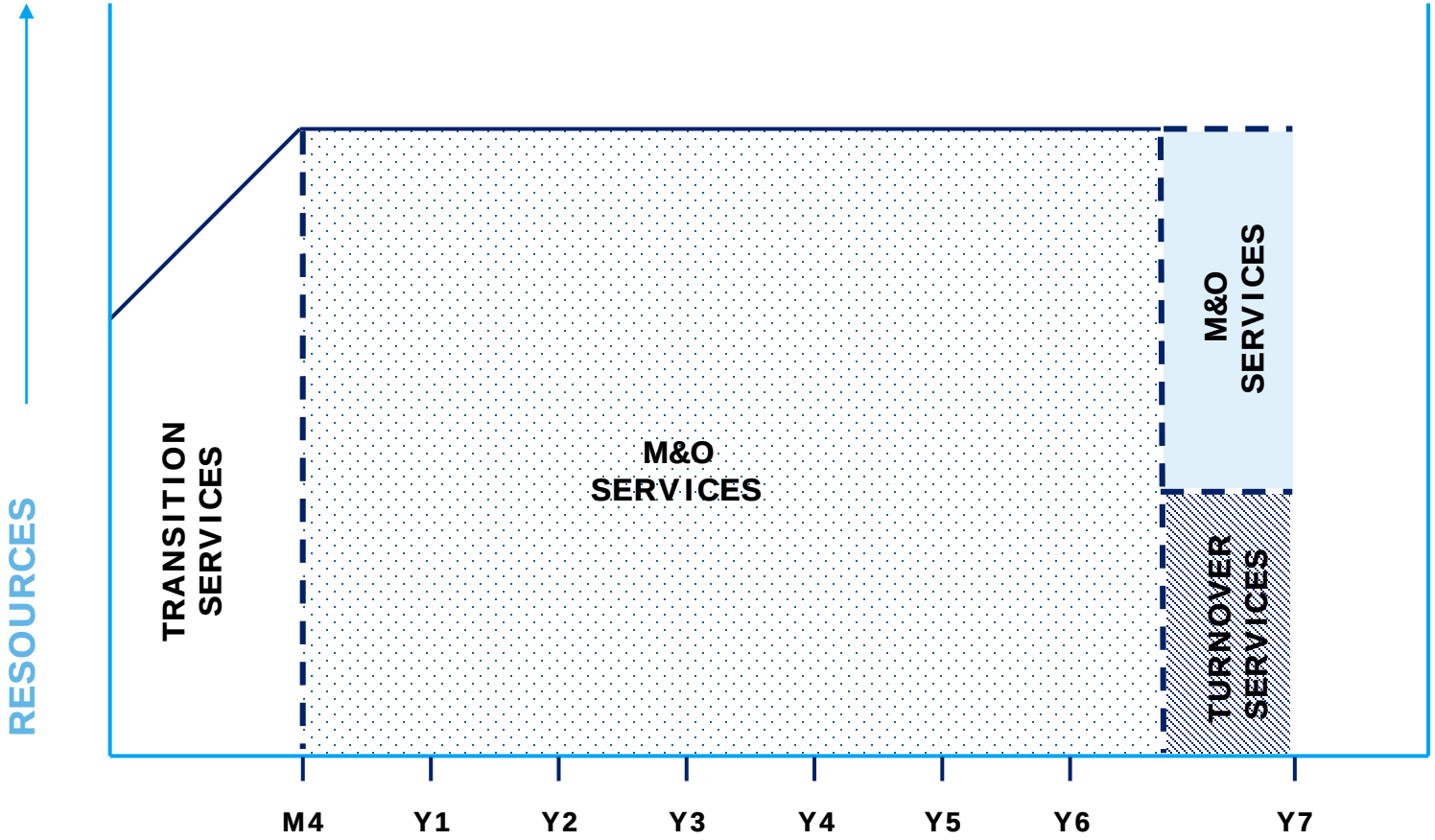
State
- CSE
- Dept. of Health
- MMIS
- EBT
- DIS
- Docushare

Third Party
- HP
- Xerox
- General Dynamics

Interagency coordination in an important function to minimize scope and dependency risk

G1 – M&O Turnover

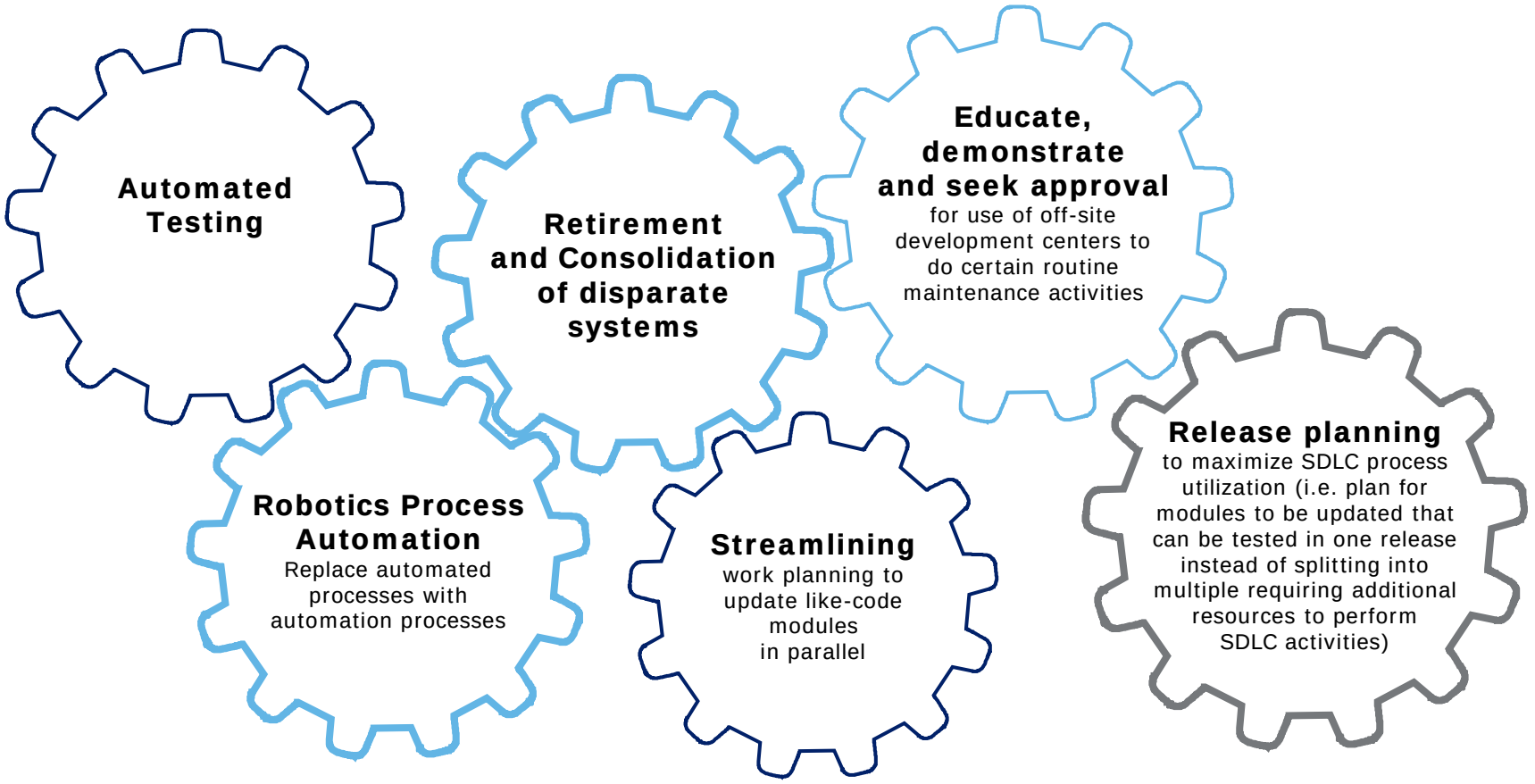
Our approach to downsizing of current M&O staff during the Turnover phase:



Deloitte will maintain full staff levels to support a successful turnover

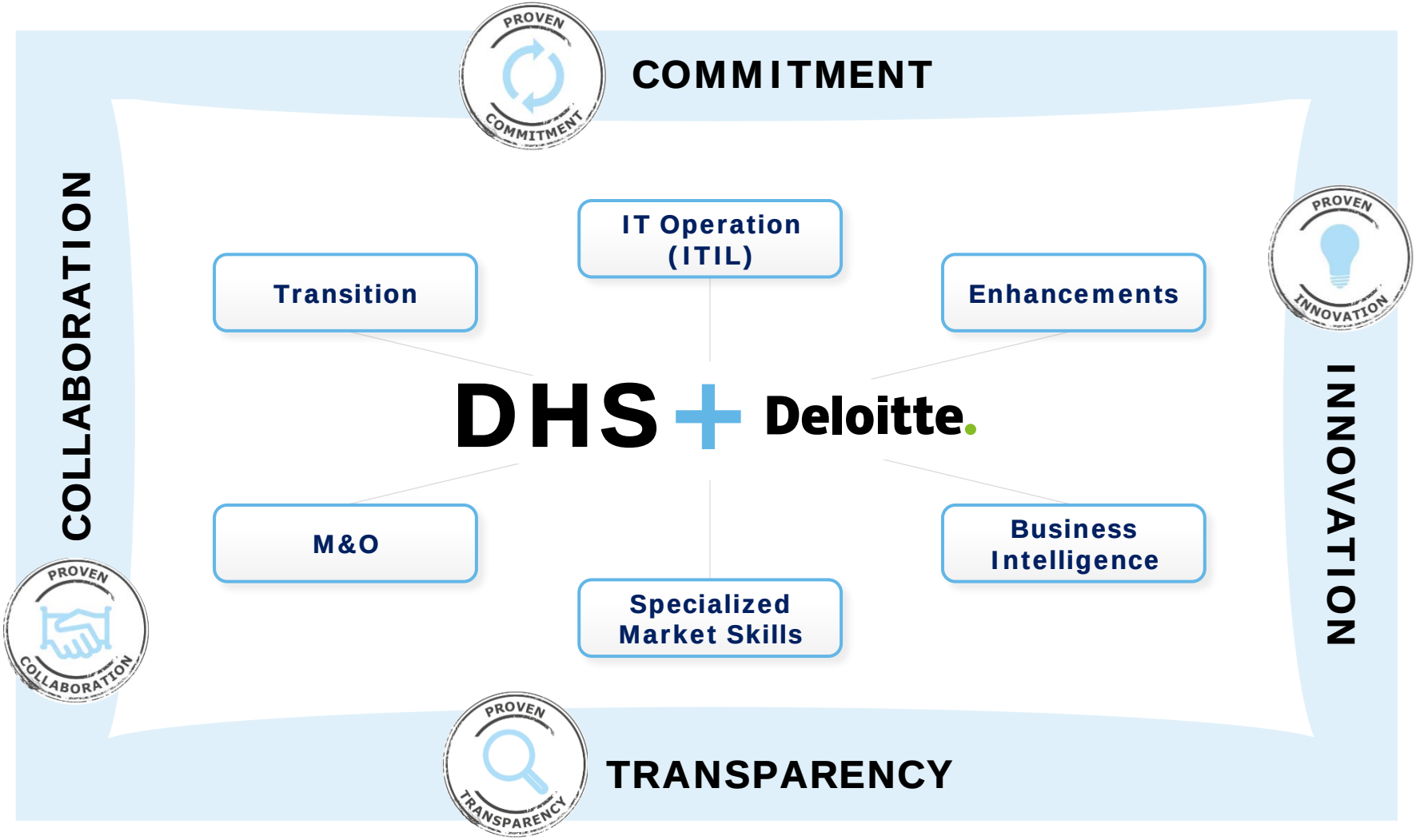
H1 – Maintenance & Operations SLRs

The techniques we will use to promote achievement of productivity and efficiency include:



Delivering on our commitment to serve DHS

Our approach to serving DHS is based on your core tenants to achieve your objectives



Lunch Break

Team Exercise

Wrap-up

H1 – Maintenance & Operations SLRs

Deloitte Consulting fully supports the establishment and use of the benchmarking process to measure cost savings and efficiencies. To that end, we will support DHS in conducting the benchmarking, including the initial benchmarking that is to occur within 60 days of the first anniversary of the project start date. To be most valuable, the benchmarking must accurately analyze and align the projects and we are committed to working with DHS to promote the successful establishment of the benchmarked projects/data.

It is our experience and expectation that our M&O team will increase its productivity and efficiency as the project proceeds. It has also been our experience that where the M&O team is provided on a fixed capacity basis, the clients receive the benefits via the team's increased capacity to perform minor enhancements (less than 80 hours per enhancement). We appreciate the State has approached this from a different perspective and intends to seek the reduction of costs as productivity and efficiency gains are achieved. We are fully committed to working with the State to achieve its objective.

Deloitte.

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June 8, 2017

Stephanie Cellers, OSP Buyer
Office of State Procurement
1509 West 7th Street
Little Rock, AR 72201-4222
Phone: (501) 371-6065
Email: Stephanie.Cellers@dfa.arkansas.gov

RE: Request for Proposal, Bid Number SP-17-0006
Information Support Services

Dear Ms. Cellers,

Deloitte is pleased to submit our revised Cost Proposal to the Arkansas Department of Human Services in response to your BAFO request resulting from our negotiation meetings regarding the Request for Proposal, Bid Number SP-17-0006. Our revised Cost Proposal is based on the following negotiation topics:

Overall Cost Reduction – Deloitte proposes an overall reduction of $5,252,345, including a reduction in Year One cost of $6,433,811 and a shift of $1,181,466 from Year One to future years.

Reduction in Year One Cost including Transition Cost – Deloitte proposes an overall reduction in Year One of $6,433,811 (19% of the original Year One cost), which includes a reduction in Transition Cost of $3,574,753 (34% of the original Transition Cost).

As-Needed Composite Rate Changes – Deloitte proposes an overall reduction in As-Needed cost of $985,029 (10% of the original cost). This lowers the composite rate to $128 or 10% lower than the original rate. Rates for a UAT Liaison and a UAT Analyst have also been added to the labor rates.

Value Added Services – Deloitte proposes two value added services: HHS Interactive, subject to a separate product license agreement and an Incremental Modernization Plan. These services will be provided in year one to DHS at no additional cost and are valued by Deloitte at $1,250,000.

We sincerely look forward to the State's review of our revised cost proposal. Should you have any questions, please feel free to contact me at dsaha@deloitte.com or (916) 548-3319.

Yours sincerely

By: Debasis Saha
Debasis Saha, Principal

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State of Arkansas Department of Human Services
Information Support Services
RFP #: SP-17-0006
Template C-1 - Cost Workbook

Introduction

This Template provides a structured approach for proposing the costs associated with delivering the ISS requirements. The Vendor must fill out all applicable worksheets and cells as described by the Template and individual worksheet instructions. This Template is the formal Cost Proposal for the Vendor's Proposal. The Vendor warrants that all costs associated with the services as requested in this RFP are included in this Template. Failure to adequately represent all costs as requested in this RFP may be grounds for Proposal disqualification at the sole discretion of DHS.

Where costs are requested on an annual basis, the year refers to the appropriate year of the Contract (i.e. Year 1 refers to the first year of the Contract rather than calendar or Federal fiscal year). Vendors must complete the Cost Proposal with the expected cost rate based on the anticipated Contract start date as stated in the RFP. However, should the Contract start date shift for any reason, DHS expects Vendors to honor the costs as stated in their Cost Proposal. DHS understands that the Contract will likely begin in the middle of a fiscal or calendar year. The awarded Contract will be aligned to appropriate calendar and/or fiscal years during Contract negotiations. The total bid cost is a firm fixed price Proposal and the determination of the Contract start date will not affect the total bid price.

This workbook contains cost information required for submission of a Proposal for the ISS Services in this RFP. The worksheets within this Response Template are listed below. **All worksheets must be completed. Any Proposals that do not provide complete cost information may be excluded from the competitive field.**

> Cells requiring Vendor data entry are highlighted in light-green to clearly indicate which cells are available for data entry.
> Cells that contain titles and formulas are marked in dark blue and gray highlight.
> Cells that are not applicable are marked in black highlight.
> Do NOT add, edit or adjust cells unless specifically requested to do so.
> It is the Vendor's responsibility to validate the integrity of the Cost Workbook formulas and links.

Key Assumptions:
* Vendors must abide by the deadlines detailed in the RFP.

Table of Contents

ID	Section Title	Description
	Introduction	**Cover Page, Instructions and Table of Contents**
1.	Cost Summary	Summary of the total proposed services costs
2.	Labor Rates	Worksheet for Vendor to itemize hourly rate structures for proposed Vendor/sub-contractor personnel
3.	ISS Applications M&O Transition Services	Worksheet for Vendor to itemize transition services costs
4	Provide M&O Services, Report Status and Assure Quality	Worksheet for Vendor to capture the cost of providing M&O services
5.	Implement Enhancements	Worksheet for Vendor to itemize the cost of implementing enhancements
6.	Support DHS' Business Intelligence, Analytics and Reporting Needs	Worksheet for Vendor to itemize BI/analytics/reporting support services
7.	As-Needed Services	Worksheet for Vendor to capture the costs of providing as-needed services
8.	Turn-Over	Worksheet for Vendor to itemize Turn-Over costs
9.	IT Operations Support Services (DHS Optional)	Worksheet for Vendor to provide help desk services, IT operations process support and applications operations support (DHS optional)

State of Arkansas Department of Human Services
Information Support Services
RFP #: SP-17-0006
Template C-1 - Cost Workbook

Cost Summary

The costs on this worksheet will be automatically calculated using the information entered in the other worksheets. It is the Vendor's responsibility to ensure that costs on this sheet reflects the full Proposal cost for the services outlined in the RFP.

Note: Services that are at DHS' discretion to purchase are reflected in Table 2 and not captured in the Total Cost Summary in Table 1. DHS expects Vendors to honor the costs provided should DHS decide to purchase.

Table 1. Total Cost Summary		Ongoing Costs							
Task #	Description	Year 1	Year 2	Year 3	Year 4 (Optional)	Year 5 (Optional)	Year 6 (Optional)	Year 7 (Optional)	Total Ongoing Costs
Task 3	Provide M&O Services, Report Status and Assure Quality (16	$6,166,586	$10,077,384	$10,077,384	$9,781,697	$9,656,935	$9,569,601	$8,621,407	**$63,950,993**
	Provide M&O Services, Report Status and Assure Quality (All	$1,876,426	$2,814,638	$2,814,638	$2,269,427	$2,194,569	$2,182,093	$1,932,569	**$16,084,360**
	Facilities Costs	$1,356,000	$345,780	$352,560	$359,340	$366,120	$372,900	$381,036	**$3,533,736**
Task 4	Implement Enhancements	$6,687,610	$6,821,362	$6,957,918	$7,097,035	$7,239,018	$7,383,861	$7,531,613	**$49,718,416**
Task 5	Support DHS' Business Intelligence, Analytics and Reporting N	$2,456,464	$2,505,593	$2,555,703	$2,606,795	$2,658,947	$2,712,140	$2,766,355	**$18,261,996**
Task 6	Provisioning of Additional As-Needed Services	$1,205,100	$1,229,202	$1,253,796	$1,278,884	$1,304,462	$1,330,552	$1,357,169	**$8,959,165**
	"As Needed" Security Services	$450,000	$459,000						**$909,000**
Task 7	Turn-Over M&O Services							$1,678,573	**$1,678,573**
	Total Costs	$20,198,185	$24,252,959	$24,011,999	$23,393,178	$23,420,051	$23,551,147	$24,268,722	**$163,096,240**

Table 2. Total Cost Summary for Enhancements (DHS Optional)		Ongoing Costs							
Task #	Description	Year 1	Year 2	Year 3	Year 4 (Optional)	Year 5 (Optional)	Year 6 (Optional)	Year 7 (Optional)	Total Ongoing Costs
Task 1	ISS Applications M&O Transition Planning	$663,424							**$663,424**
Task 2	ISS Applications M&O Transition Services	$6,195,906							**$6,195,906**
Task 8	IT Operations Support Services (Optional)	$10,664,686	$9,449,743	$9,638,823	$9,831,599	$10,028,165	$10,316,237	$10,522,599	**$70,451,852**
	Total Costs	$17,524,015	$9,449,743	$9,638,823	$9,831,599	$10,028,165	$10,316,237	$10,522,599	**$77,311,181**

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Labor Rates

The Tables in this worksheet shall be used to provide Vendor/subcontractor hourly labor rates for the various classifications and grades of personnel.

The labor rates should be loaded costs. Applicable purchase, delivery, tax, services, safety, license, travel, per diem, Vendor's staff training, and any other expenses associated with the delivery of the proposed items and must be included in the Vendor's costs and fixed hourly rates. The only exception is facilities costs, which are captured on tab 4 (4 Appl M&O) for the entire effort. Use of the existing roles is appreciated, but not required with the exception of the As-Needed Services (table 5) which are required. If existing Vendor roles differ from those listed, the Vendor should attempt to map its roles to the listed categories to the extent possible and provide its mapping reference in the Cost Assumptions worksheet. The Vendor may include additional roles to accurately represent the classifications it uses for describing the various classifications and grades of its personnel except As-Needed Services (Table 5).

The total of the Composite Weight Percentage column must equal 100%. Individual and composite hourly rates shall not increase greater than 2% per year.

It is the responsibility of the Vendor to ensure spreadsheet calculations are correct.

Instructions: Enter the staff roles required for the tables below

Table 1. Application M&O Hourly Rates - Used to calculate Tab 3 Transition Services, Tab 4 Application M&O and Tab 8 Turn-Over Costs

Staff Position	Composite Weight % (must equal 100%)	Hourly Rate Year 1	Composite Rate Year 1	Hourly Rate Year 2	Composite Rate Year 2	Hourly Rate Year 3	Composite Rate Year 3	Hourly Rate Year 4	Composite Rate Year 4	Hourly Rate Year 5	Composite Rate Year 5	Hourly Rate Year 6	Composite Rate Year 6	Hourly Rate Year 7	Composite Rate Year 7
Engagement Director/Executive	1%	$250.00	$2	$250.00	$2	$250.00	$2	$250.00	$2	$250.00	$2	$250.00	$2	$250.00	$2
Engagement Manager/Services Manager	1%	$220.00	$3	$220.00	$3	$220.00	$3	$220.00	$3	$220.00	$3	$220.00	$3	$220.00	$3
Technical Lead/Architect	2%	$140.00	$2	$140.00	$2	$140.00	$2	$140.00	$2	$140.00	$2	$140.00	$2	$140.00	$2
Junior Developers/Programmer	26%	$85.00	$22	$85.00	$22	$85.00	$22	$85.00	$22	$85.00	$22	$85.00	$22	$85.00	$22
Senior Developers/Programmer	4%	$110.00	$4	$110.00	$4	$110.00	$4	$110.00	$4	$110.00	$4	$110.00	$4	$110.00	$4
Junior Tester	10%	$70.00	$7	$70.00	$7	$70.00	$7	$70.00	$7	$70.00	$7	$70.00	$7	$70.00	$7
Test Lead/Manager/Senior Tester	2%	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2
Privacy/Security Specialist	2%	$150.00	$3	$150.00	$3	$150.00	$3	$150.00	$3	$150.00	$3	$150.00	$3	$150.00	$3
IT Operations Lead	2%	$190.00	$3	$190.00	$3	$190.00	$3	$190.00	$3	$190.00	$3	$190.00	$3	$190.00	$3
Mainframe System Analysts	3%	$100.00	$3	$100.00	$3	$100.00	$3	$100.00	$3	$100.00	$3	$100.00	$3	$100.00	$3
Mainframe System Experts	2%	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2
Client Server Systems Analysts	2%	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2
Client Server Systems Experts	2%	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2
BI / Data warehousing Analysts	2%	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2
BI / Data warehousing Tool Experts	2%	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2
Lead	14%	$125.00	$18	$125.00	$18	$125.00	$18	$125.00	$18	$125.00	$18	$125.00	$18	$125.00	$18
Analyst	17%	$90.00	$15	$90.00	$15	$90.00	$15	$90.00	$15	$90.00	$15	$90.00	$15	$90.00	$15
Web System Analysts	2%	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2
Web System Experts	2%	$115.00	$2	$115.00	$2	$115.00	$2	$115.00	$2	$115.00	$2	$115.00	$2	$115.00	$2
Senior Database Administrator	2%	$145.00	$3	$145.00	$3	$145.00	$3	$145.00	$3	$145.00	$3	$145.00	$3	$145.00	$3
Database Administrator	3%	$115.00	$4	$115.00	$4	$115.00	$4	$115.00	$4	$115.00	$4	$115.00	$4	$115.00	$4
Other (specify - add rows as required)	0%		$0		$0		$0		$0		$0		$0		$0
Composite Rate	100%		$104		$104		$104		$104		$104		$104		$104

Table 8. Application M&O Responsibilities and Qualifications

Staff Position	Sample Responsibilities	Expected Skills/Qualifications
Engagement Director/Executive	Coordinate with DHS Executives Lead engagement team and resolve items that cannot be resolved by the engagement team	5+ years of oversight of engagements of similar size and scope
Engagement Manager/Services Manager	Day-to-day liaison for DHS for all Application M&O activities Lead and coordinate all activities related to Application M&O scope	5+ years of experience managing technology projects Excellent communications skills
Technical Lead/Architect	Analyze complex architectures and identify potential architectural improvements Develop architecture of complex solutions	5+ years architecting solutions 10+ years in experience developing IT solutions
Junior Developers/Programmer	Translate functional designs into system code including design documents	1+ years of experience developing IT solutions of similar size and scope
Senior Developers/Programmer	Translate complex functional designs into system code including creating design documents	7+ years of experience developing IT solutions of similar size and scope
Junior Tester	Execute testing routines with supervision from senior testers Write test cases with supervision from senior testers	5+ years working in on development teams
Test Lead/Manager/Senior Tester	Lead vendor's testing effort and team Define testing approach including phases (e.g. integration testing, UAT etc.) Establish testing harness and lead effort to build automated test scripts	5+ years of testing experience 2+ years leading testing efforts on development projects
Privacy/Security Specialist	Analyze systems and/or processes from a security perspective and identify gaps and improvement opportunities Assist in implementing security solutions	Five (5) years of experience implementing/managing security in enterprise solutions CISSP or similar security certification
IT Operations Lead	Ensure all team members follow processes Identify opportunities for process improvement Provide training on operations processes	ITIL certified Five (5) years of experience managing IT operation environments
Mainframe System Analysts	Support the mainframe based applications implemented in DHS' environment (with support from client server experts) Triage issues that arise with the mainframe based applications (with support from the client server expert)	5+ years of experience supporting mainframe applications 3+ years of experience supporting technologies implemented at DHS
Mainframe System Experts	Become expert on the mainframe based applications implemented in DHS' environment Triage issues that arise with the mainframe based applications	10+ years of experience with mainframe systems 5+ years of experience leading support of mainframe systems
Client Server Systems Analysts	Support the client server systems implemented in DHS' environment (with support from client server experts) Triage issues that arise with the client server systems (with support from the client server expert)	5+ years of experience supporting client server applications 3+ years of experience supporting technologies implemented at DHS
Client Server Systems Experts	Become expert on the client server systems implemented in DHS' environment Triage issues that arise with the client server systems	10+ years of experience with client server systems 5+ years of experience leading support of client server systems
BI / Data warehousing Analysts	Provide ongoing support and maintenance for the implemented data warehouse and business intelligence / reporting tools Analyze data loading patterns and data structure to identify performance improvement opportunities Analyze BI tools to help ensure implementation is optimized	5+ years of experience with data warehousing and/or BI/Analytic/Reporting tools
BI / Data warehousing Tool Experts	Responsible for the maintenance and operations of the data warehouse and BI/Reporting tools	10+ years of experience with data warehousing technologies and/or data analytics tools 3+ years of experience managing a complex reporting infrastructure

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Table 2. Implement Enhancement Hourly Rates - Used to calculate Implement Tab 5 Enhancements Costs

Staff Position	Composite Weight % (must equal 100%)	Hourly Rate Year 1	Composite Rate Year 1	Hourly Rate Year 2	Composite Rate Year 2	Hourly Rate Year 3	Composite Rate Year 3	Hourly Rate Year 4	Composite Rate Year 4	Hourly Rate Year 5	Composite Rate Year 5	Hourly Rate Year 6	Composite Rate Year 6	Hourly Rate Year 7	Composite Rate Year 7
Engagement Director/Executive	1%	$255.00	$2	$260.10	$2	$265.30	$2	$270.61	$2	$276.02	$2	$281.54	$2	$287.17	$2
Project Manager/Scrum Master	4%	$225.00	$8	$229.50	$8	$234.09	$8	$238.77	$8	$243.55	$9	$248.42	$9	$253.39	$9
Business Analyst/Funct. Lead	7%	$120.00	$8	$122.40	$8	$124.85	$8	$127.35	$9	$129.90	$9	$132.50	$9	$135.15	$9
Technical Lead/Architect	3%	$145.00	$5	$147.90	$5	$150.86	$5	$153.88	$5	$156.96	$5	$160.10	$5	$163.30	$6
Developers/Programmer	24%	$90.00	$21	$91.80	$22	$93.64	$22	$95.51	$23	$97.42	$23	$99.37	$23	$101.36	$24
Data Analyst	0%	$95.00	$0	$96.90	$0	$98.84	$0	$100.82	$0	$102.84	$0	$104.90	$0	$107.00	$0
Privacy/Security Specialist	3%	$165.00	$4	$168.30	$4	$171.67	$4	$175.10	$4	$178.60	$4	$182.17	$5	$185.81	$5
Technical Writer	0%	$105.00	$0	$107.10	$0	$109.24	$0	$111.42	$0	$113.65	$0	$115.92	$0	$118.24	$0
Test Lead/Manager/Senior Tester	7%	$105.00	$7	$107.10	$7	$109.24	$7	$111.42	$8	$113.65	$8	$115.92	$8	$118.24	$8
Tester	7%	$75.00	$5	$76.50	$5	$78.03	$5	$79.59	$5	$81.18	$5	$82.80	$6	$84.46	$6
Training/Change Management Lead/Manager	2%	$155.00	$3	$158.10	$3	$161.26	$4	$164.49	$4	$167.78	$4	$171.14	$4	$174.56	$4
Training Specialist	7%	$125.00	$8	$127.50	$8	$130.05	$9	$132.65	$9	$135.30	$9	$138.01	$9	$140.77	$9
Senior Developers/Programmer	17%	$115.00	$20	$117.30	$20	$119.65	$20	$122.04	$21	$124.48	$21	$126.97	$22	$129.51	$22
Analyst	17%	$95.00	$16	$96.90	$16	$98.84	$17	$100.82	$17	$102.84	$17	$104.90	$18	$107.00	$18
Database Admin	3%	$120.00	$4	$122.40	$4	$124.85	$4	$127.35	$4	$129.90	$4	$132.50	$4	$135.15	$5
Composite Rate	100%		$111		$114		$116		$118		$121		$123		$126

Table 3. Business Intelligence, Analytics and Reporting Services Hourly Rates - Used to drive Tab 6 BI and Reporting

Staff Position	Composite Weight % (must equal 100%)	Hourly Rate Year 1	Composite Rate Year 1	Hourly Rate Year 2	Composite Rate Year 2	Hourly Rate Year 3	Composite Rate Year 3	Hourly Rate Year 4	Composite Rate Year 4	Hourly Rate Year 5	Composite Rate Year 5	Hourly Rate Year 6	Composite Rate Year 6	Hourly Rate Year 7	Composite Rate Year 7
Analyst	0%	$127.00	$0	$129.54	$0	$132.13	$0	$134.77	$0	$137.47	$0	$140.22	$0	$143.02	$0
Business Analyst/Funct. Lead	10%	$132.00	$14	$134.64	$14	$137.33	$14	$140.08	$14	$142.88	$15	$145.74	$15	$148.65	$15
BI/Analytics/Reports developer	40%	$127.00	$50	$129.54	$51	$132.13	$52	$134.77	$54	$137.47	$55	$140.22	$56	$143.02	$57
BI/Analytics/Reporting expert/architect	20%	$147.00	$30	$149.94	$30	$152.94	$31	$156.00	$32	$159.12	$32	$162.30	$33	$165.55	$33
Statistician	10%	$139.00	$14	$141.78	$14	$144.62	$14	$147.51	$15	$150.46	$15	$153.47	$15	$156.54	$16
Tester	20%	$77.00	$15	$78.54	$16	$80.11	$16	$81.71	$16	$83.34	$17	$85.01	$17	$86.71	$17
Other (specify - add rows as required)			$0		$0		$0		$0		$0		$0		$0
Composite Rate	100%		$123		$125		$128		$130		$133		$136		$138

Table 5. Provision As-Needed Services Hourly Rates - Used to drive Tab 7 As-Needed Services

Staff Position	Composite Weight % (must equal 100%)	Hourly Rate Year 1	Composite Rate Year 1	Hourly Rate Year 2	Composite Rate Year 2	Hourly Rate Year 3	Composite Rate Year 3	Hourly Rate Year 4	Composite Rate Year 4	Hourly Rate Year 5	Composite Rate Year 5	Hourly Rate Year 6	Composite Rate Year 6	Hourly Rate Year 7	Composite Rate Year 7
Project Manager/Scrum Master	0%	$225.00	$0	$229.50	$0	$234.09	$0	$238.77	$0	$243.55	$0	$248.42	$0	$253.39	$0
Senior Business Analysts/Functional Lead/LEAN expert	4%	$145.00	$6	$147.90	$6	$150.86	$6	$153.88	$6	$156.96	$6	$160.10	$6	$163.30	$7
Business Analyst/Funct. Lead	3%	$120.00	$4	$122.40	$4	$124.85	$4	$127.35	$4	$129.90	$4	$132.50	$4	$135.15	$4
Technical Lead/Architect	6%	$145.00	$9	$147.90	$9	$150.86	$9	$153.88	$9	$156.96	$9	$160.10	$10	$163.30	$10
Senior Developer/Programmer	3%	$115.00	$3	$117.30	$4	$119.65	$4	$122.04	$4	$124.48	$4	$126.97	$4	$129.51	$4
Developers/Programmer	3%	$90.00	$3	$91.80	$3	$93.64	$3	$95.51	$3	$97.42	$3	$99.37	$3	$101.36	$3
Database Administrator	5%	$120.00	$6	$122.40	$6	$124.85	$6	$127.35	$6	$129.90	$6	$132.50	$7	$135.15	$7

Table 9. Implement Enhancement Responsibilities and Qualifications

Staff Position	Sample Responsibilities	Expected Skills/Qualifications
Engagement Director/Executive	Coordinate with DHS Executives Lead team that is implementing projects and resolve items that cannot be resolved by the project team Likely same individual as the Application M&O Engagement Director	5+ years of oversight of engagements of similar size and scope
Project Manager/Scrum Master	Lead large development efforts performed under the M&O contract	5+ years of experience managing technology projects Excellent communications skills
Business Analyst/Funct. Lead	Lead effort to define the functionality required to deliver the anticipated business benefits	5+ years of experience performing analysis of similar scope
Technical Lead/Architect	Analyze complex architectures and define potential architectural improvements Develop architecture of complex solutions	5+ years architecting solutions 10+ years in experience developing IT solutions
Developers/Programmer	Translate functional designs into system code including design documents	3+ years of experience developing IT solutions of similar size and scope
Data Analyst	Review large data sets and identify data errors such as duplicate data, syntax errors, data structure issues Develop ETLs for migrating data and/or integrating systems Assist in maturing data management practices such as leading an effort to develop a data dictionary	3+ years of experience managing or analyzing data issues and implementing solutions to data problems
Privacy/Security Specialist	Analyze systems and/or processes from a security perspective and identify gaps and improvement opportunities Assist in implementing security solutions	Five (5) years of experience implementing/managing security in enterprise solutions CISSP or similar security certification
Technical Writer	Write documentation of existing systems (where documentation is missing) Write documentation in support of any projects enhancing the environment (e.g. systems documentation, process documentation)	5+ years of experience developing technical documentation
Test Lead/Manager/Senior Tester	Lead vendor's testing effort and team Define testing approach including phases (e.g. integration testing, UAT etc.) Establish testing harness and lead effort to build automated test scripts	5+ years of testing experience 2+ years leading testing efforts on development projects
Tester	Write test cases and execute testing routines	5+ years of implementing projects to improve quality
Training/Change Management Lead/Manager	Lead training and/or change management activities including performing stakeholder analysis, developing training or change management plans and leading the implementation of these efforts	5+ years leading training or change management efforts in complex public sector environments 10+ years of training or change management experience
Training Specialist	Develop training and/or change management materials Facilitate trainings, both on-line and/or classroom	5+ years developing training materials and/or change management materials and facilitating trainings

Table 10. Business Intelligence, Analytics and Reporting Services Responsibilities and Qualifications

Staff Position	Sample Responsibilities	Expected Skills/Qualifications
Analyst	Analyze a specific technical or business problem to identify potential solutions with guidance from DHS or other resources Coordinate with and present to managers and supervisors	5+ years of experience analyzing complex problems
Business Analyst/Funct. Lead	Analyze DHS' reporting needs and define functionality required to address reporting needs Work with technical team to identify best BI solution to address functional needs	5+ years of experience performing analysis of similar scope
BI/Analytics/Reports developer	Develop reports, analytical data sets and/or queries to address DHS' business needs Work with Business Analysts/Funct. Leads to select the best BI solution to address the user's needs	3+ years of experience with DHS' BI/reporting/analytical tools 3+ years of building reporting/analytical solutions
BI/Analytics/Reporting expert/architect	Develop complex reports, analytical data sets and/or queries to address DHS' business needs Work with Business Analysts/Funct. Leads to select the best BI solution to address the user's needs	5+ years of experience with DHS' BI/reporting/analytical tools 2+ years of experience architecting BI/reporting/analytical solutions
Statistician	Perform statistical analysis to address business needs Develop statistical data sets and provide access to DHS users	3+ years of performing statistical analysis on large data sets
Tester	Write test cases and execute testing routines	5+ years of implementing projects to improve quality

Table 11. Provision As-Needed Services Responsibilities and Qualifications

Staff Position	Sample Responsibilities	Expected Skills/Qualifications
Project Manager/Scrum Master	Lead development efforts including managing to scope, schedule and budget and	5+ years of experience managing technology projects
Senior Business Analysts/Functional Lead/LEAN ex	Lead effort to define the functionality required to deliver the anticipated business	5+ years of experience performing analysis of similar scope/content as the requested
Business Analyst/Funct. Lead	Analyze business processes and identify opportunities to improve process efficiency	5+ years of experience analyzing processes and converting opportunities into
Technical Lead/Architect	Analyze complex architectures and identify potential architectural improvements	5+ years architecting solutions
Senior Developer/Programmer	Translate complex functional designs into system code including creating design	7+ years of experience developing IT solutions of similar size and scope
Developers/Programmer	Translate functional designs into system code including design documents	3+ years of experience developing IT solutions of similar size and scope
Database Administrator	Administer already installed databases including, but not limited to, monitoring,	3+ years of experience administering databases

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Senior Data Analyst	7%	$118.00	$8	$120.36	$8	$122.77	$9	$125.23	$9	$127.73	$9	$130.28	$9	$132.89	$9
Data Analyst	3%	$95.00	$3	$96.90	$3	$98.84	$3	$100.82	$3	$102.84	$3	$104.90	$3	$107.00	$3
Privacy/Security Specialist	7%	$150.00	$11	$153.00	$11	$156.06	$11	$159.18	$11	$162.36	$11	$165.61	$12	$168.92	$12
IT Process Architect	2%	$135.00	$3	$137.70	$3	$140.45	$3	$143.26	$3	$146.13	$3	$149.05	$3	$152.03	$3
IT Process Analyst	3%	$158.00	$5	$161.16	$5	$164.38	$5	$167.67	$5	$171.02	$5	$174.44	$5	$177.93	$5
IT Operations Staff	8%	$98.00	$8	$99.96	$8	$101.96	$8	$104.00	$8	$106.08	$8	$108.20	$9	$110.36	$9
Technical Writer	3%	$105.00	$3	$107.10	$3	$109.24	$3	$111.42	$3	$113.65	$3	$115.92	$3	$118.24	$4
Quality Assurance Manager	7%	$128.00	$9	$130.56	$9	$133.17	$9	$135.83	$10	$138.55	$10	$141.32	$10	$144.15	$10
Tester	3%	$75.00	$2	$76.50	$2	$78.03	$2	$79.59	$2	$81.18	$2	$82.80	$2	$84.46	$3
Training/Change Management Lead/Manager	7%	$155.00	$11	$158.10	$11	$161.26	$11	$164.49	$12	$167.78	$12	$171.14	$12	$174.56	$12
Training Specialist	3%	$110.00	$3	$112.20	$3	$114.44	$3	$116.73	$4	$119.06	$4	$121.44	$4	$123.87	$4
Senior Analyst	7%	$118.00	$8	$120.36	$8	$122.77	$9	$125.23	$9	$127.73	$9	$130.28	$9	$132.89	$9
Analyst	2%	$95.00	$2	$96.90	$2	$98.84	$2	$100.82	$2	$102.84	$2	$104.90	$2	$107.00	$2
UAT Liasion	7%	$120.00	$8	$122.40	$9	$124.85	$9	$127.35	$9	$129.90	$9	$132.50	$9	$135.15	$9
Junior UAT Analyst	7%	$90.00	$6	$91.80	$6	$93.64	$7	$95.51	$7	$97.42	$7	$99.37	$7	$101.36	$7
Composite Rate	100%		$121		$123		$125		$128		$130		$133		$136

Table 6. Help Desk Services Hourly Rates - used to drive Tab 9 (Help Desk Services)

Staff Position	Composite Weight % (must equal 100%)	Hourly Rate Year 1	Composite Rate Year 1	Hourly Rate Year 2	Composite Rate Year 2	Hourly Rate Year 3	Composite Rate Year 3	Hourly Rate Year 4	Composite Rate Year 4	Hourly Rate Year 5	Composite Rate Year 5	Hourly Rate Year 6	Composite Rate Year 6	Hourly Rate Year 7	Composite Rate Year 7
Help Desk Manager / Supervisor	8%	$120.00	$10	$122.40	$10	$124.85	$11	$127.35	$11	$129.90	$11	$132.50	$11	$135.15	$11
Help Desk Staff	92%	$65.00	$59	$66.30	$61	$67.63	$62	$68.98	$63	$70.36	$64	$71.77	$66	$73.21	$67
Other (specify - add rows as required)			$0		$0		$0		$0		$0		$0		$0
Composite Rate	100%		$70		$71		$72		$74		$75		$77		$78

Table 7. IT Operations process support hourly rates - Used to drive Tab 9 Ops Support Services (excluding Help Desk)

Staff Position	Composite Weight % (must equal 100%)	Hourly Rate Year 1	Composite Rate Year 1	Hourly Rate Year 2	Composite Rate Year 2	Hourly Rate Year 3	Composite Rate Year 3	Hourly Rate Year 4	Composite Rate Year 4	Hourly Rate Year 5	Composite Rate Year 5	Hourly Rate Year 6	Composite Rate Year 6	Hourly Rate Year 7	Composite Rate Year 7
Engagement Director/Executive	0%	$250.00	$0	$255.00	$0	$260.10	$0	$265.30	$0	$270.61	$0	$276.02	$0	$281.54	$0
Engagement Manager/Operations Manager	4%	$220.00	$8	$224.40	$8	$228.89	$8	$233.47	$8	$238.14	$9	$242.90	$9	$247.76	$9
IT Process Architect	11%	$140.00	$15	$142.80	$16	$145.66	$16	$148.57	$16	$151.54	$16	$154.57	$17	$157.66	$17
IT Process Analyst	40%	$158.00	$63	$161.16	$64	$164.38	$66	$167.67	$67	$171.02	$68	$174.44	$70	$177.93	$71
IT Operations Staff	46%	$98.00	$45	$99.96	$46	$101.96	$46	$104.00	$47	$106.08	$48	$108.20	$49	$110.36	$50
Technical Writer	0%	$105.00	$0	$107.10	$0	$109.24	$0	$111.42	$0	$113.65	$0	$115.92	$0	$118.24	$0
Other (specify - add rows as required)			$0		$0		$0		$0		$0		$0		$0
Composite Rate	100%		$131		$134		$136		$139		$142		$145		$147

Senior Data Analyst	Identify opportunities to enhance data management processes and procedures	7+ years of experience managing or analyzing data issues and implementing solutions
Data Analyst	Review large data sets and identify data errors such as duplicate data, syntax errors,	3+ years of experience managing or analyzing data issues and implementing solutions
Privacy/Security Specialist	Analyze systems and/or processes from a security perspective and identify gaps and improvement opportunities	Five (5) years of experience implementing/managing security in enterprise solutions CISSP or similar security certification
IT Process Architect	Lead efforts to analyze processes and identify gaps, improvement opportunities and define future state process models with minimal direction	5+ years of experience designing processes in complex business environments, preferably with IT applications implications
IT Process Analyst	Analyze processes, identify gaps, improvement opportunities and future state process models with supervision from DHS or other staff	5+ years of experience performing process analysis
IT Operations Staff	Perform tasks required to operate the existing applications	3+ years working in an IT operations environment
Technical Writer	Write documentation of existing systems (where documentation is missing) Write documentation in support of any projects enhancing the environment (e.g.	5+ years of experience developing technical documentation
Quality Assurance Manager	Lead testing effort for any software development project including defining the plan and managing the testing effort	5+ years of experience leading quality efforts 10+ years of experience implementing projects to improve quality
Tester	Write test cases and execute testing routines	5+ years of implementing projects to improve quality
Training/Change Management Lead/Manager	Lead training and/or change management activities including performing stakeholder analysis, developing training or change management plans and leading the	5+ years leading training or change management efforts in complex public sector environments
Training Specialist	Develop training and/or change management materials Facilitate trainings, both on-line and/or classroom	5+ years developing training materials and/or change management materials and facilitating trainings
Senior Analyst	Lead analysis of technical or business problems to identify a potential solution with minimal or no guidance from DHS or other resources	5+ years leading analysis efforts for/within public sector organizations 10+ years of experience analyzing complex problems
Analyst	Analyze a specific technical or business problem to identify potential solutions with guidance from DHS or other resources	5+ years of experience analyzing complex problems

Table 12. Help Desk Services Responsibilities and Qualifications

Staff Position	Sample Responsibilities	Expected Skills/Qualifications
Help Desk Manager / Supervisor	Manage help desk team Provide Help Desk reports Responsible for following process and help desk performance	2+ years managing an enterprise help desk 5+ years working in a technology environment
Help Desk Staff	Answer calls/emails received from internal users, perform initial triage, log into ticketing system, resolve and escalate if needed	3+ years working in a technology environment

Table 13. IT Operations process support Responsibilities and Qualifications

Staff Position	Sample Responsibilities	Expected Skills/Qualifications
Engagement Director/Executive	Coordinate with DHS Executives Lead engagement team and resolve items that cannot be resolved by the engagement team	5+ years of oversight of engagements of similar size and scope
Engagement Manager/Operations Manager	Day-to-day liaison for DHS for operations support activities Lead and coordinate all activities related to IT Operations scope	5+ years of experience managing technology projects Excellent communications skills
IT Process Architect	Lead efforts to analyze processes and identify gaps, improvement opportunities and define future state process models with minimal direction Develop architecture for IT processes such as software development processes and/or operational processes Lead evaluation of tools that could assist in the execution of the IT processes	5+ years of experience designing processes in complex business environments, preferably with IT applications implications ITIL or similar certification
IT Process Analyst	Analyze processes, identify gaps, improvement opportunities and future state process models with supervision from DHS or other staff	5+ years of experience performing process analysis
IT Operations Staff	Support Operations Lead in performing processes, training on processes and monitoring overall process performance	ITIL certified Five (5) years of experience managing it operations environments
Technical Writer	Write documentation of existing systems (where documentation is missing) Write documentation in support of any projects enhancing the environment (e.g. systems documentation, process documentation)	5+ years of experience developing technical documentation

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ISS Applications M&O Transition Services

The Transition Task costs must include all tasks and deliverables required to manage the transition of the ISS Application and projects, as outlined in the RFP and associated templates, to the Vendor. All deliverable hours and costs must accurately reflect the level of effort required to complete that deliverable. All deliverable costs are subject to approval of the content of the deliverable. DHS expects the Transition Tasks to be completed within year 1 and all costs will be calculated based on the appropriate composite rate for that year.

It is the responsibility of the Vendor to ensure spreadsheet calculations are correct. All costs must be fully inclusive.

Instructions: Enter the hours required to complete the deliverables listed, including the number of deliverables where requested. Enter any additional tasks and deliverables as needed. Insert additional rows as necessary where noted.

Table 1. ISS Applications M&O Transition Services Costs		Year 1					Summary	
ID	Description	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total		Task	Total
Task 1 - ISS Applications M&O Transition Planning								
ISS.1.1	ISS Applications M&O Transition Plan	6381	$104	1	$663,424			$663,424
ISS.1.X	[Vendor may add additional deliverables here]		$104		$0			$0
							Task 1 Total	**$663,424**
Task 2 - ISS Applications M&O Transition Services								
ISS.2.1	Transition Status Report	2230	$104	17	$3,941,450			$3,941,450
ISS.2.2	Assessment Report	2974	$104	3	$927,608			$927,608
ISS.2.3	Application M&O Plan	6381	$104	1	$663,424			$663,424
ISS.2.4	Completed Application M&O Transition Readiness Checklist	6381	$104	1	$663,424			$663,424
ISS.2.X	[Vendor may add additional deliverables here]		$104		$0			$0
							Task 2 Total	**$6,195,906**
	Totals				$6,859,329		**Total Transition Costs**	**$6,859,329**

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Provide M&O Services, Report Status and Assure Quality

The M&O costs must include all tasks and deliverables required for ongoing M&O of the ISS Applications, as described in the RFP and documents contained in the Procurement Library. All deliverable hours and costs must accurately reflect the level of effort required to complete that deliverable. All costs will be calculated based on appropriate composite rate for that year.

The facilities costs must be inclusive of all facilities costs for the duration of the project. This cost must include all facilities related costs as outlined in the RFP.

It is the responsibility of the Vendor to ensure spreadsheet calculations are correct. All costs must be fully inclusive.

Instructions: In Table 1, enter the hours required to complete the deliverables listed in support of the core applications and non-core applications). Enter any additional tasks and deliverables as needed. Insert additional rows as necessary where noted. In Table 2 enter the size of the facility and rental rate planned for the ISS team

Table 1. M&O Services, Report Status and Assure Quality Costs		Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 7				Summary	
ID	Description	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total		Total
Task 3- Provide M&O Services, Report Status and Assure Quality																															
ISS.3.1	Monthly Status Report and Service Level Agreement Reporting (16 Core Apps)	7414	$104	8	$6,166,586	7414	$104	12	$9,249,880	7414	$104	12	$9,249,880	7177	$104	12	$8,954,193	7077	$104	12	$8,829,431	7007	$104	12	$8,742,097	6247	$104	12	$7,793,903		$58,985,969
ISS.3.X	Assessment Report		$104		$0	7959	$104	1	$827,504	7959	$104	1	$827,504	7959	$104	1	$827,504	7959	$104	1	$827,504	7959	$104	1	$827,504	7959	$104	1	$827,504		$4,965,024
	Totals				$6,166,586				$10,077,384				$10,077,384				$9,781,697				$9,656,935				$9,569,601				$8,621,407	**Total Core Apps M&O Costs**	**$63,950,993**
Task 3- Provide M&O Services, Report Status and Assure Quality																															
ISS.3.2	Monthly Status Report and Service Level Agreement Reporting (Non-Core Apps)	2256	$104	8	$1,876,426	2256	$104	12	$2,814,638	2256	$104	12	$2,814,638	1819	$104	12	$2,269,427	1759	$104	12	$2,194,569	1749	$104	12	$2,182,093	1549	$104	12	$1,932,569		$16,084,360
ISS.3.X	[Vendor may add additional deliverables here]		$104		$0		$104		$0		$104		$0		$104		$0		$104		$0		$104		$0		$104		$0		$0
	Totals				$1,876,426				$2,814,638				$2,814,638				$2,269,427				$2,194,569				$2,182,093				$1,932,569	**Total Non-Core M&O Costs**	**$16,084,360**

Table 2. Facilities Costs		Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 6				Summary	
ID	Description	Cost per ft^2	Square Feet	# of Months	Total	Cost per ft^2	Square Feet	# of Months	Total	Cost per ft^2	Square Feet	# of Months	Total	Cost per ft^2	Square Feet	# of Months	Total	Cost per ft^2	Square Feet	# of Months	Total	Cost per ft^2	Square Feet	# of Months	Total	Cost per ft^2	Square Feet	# of Months	Total		Total
Task 3- Provide M&O Services, Report Status and Assure Quality																															
ISS. 3.3	Facilities Costs	3	11,300	8	$226,000	2.55	11,300	12.00	$345,780	2.60	11,300	12.00	$352,560	2.65	11,300	12	$359,340	2.70	11,300	12	$366,120	2.75	11,300	12	$372,900	2.81	11,300	12	$381,036		$2,403,736
ISS.3.X	Build Out Costs	25	11,300	4	$1,130,000				$0				$0				$0				$0				$0				$0		$1,130,000
	Totals				$1,356,000				$345,780				$352,560				$359,340				$366,120				$372,900				$381,036	**Total Non-Core M&O Costs**	**$3,533,736**

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Implement Enhancements

DHS may require the Vendor to enhance the ISS Applications based on DHS' business needs. The Vendor should assume DHS will require the Vendor to provide 60,000 hours of support enhancing the ISS Applications each year.

It is the responsibility of the Vendor to ensure spreadsheet calculations are correct. All costs must be fully inclusive.

Instructions: Enter the hours required to complete the deliverables listed, including the number of deliverables where requested. Enter any additional tasks and deliverables as needed. Insert additional rows as necessary where noted.

Table 1. Implement Enhancements Costs		Year 1			Year 2			Year 3			Year 4			Year 5			Year 6			Year 7			Summary	
ID	Description	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Task	Total
Task 4- Implement Enhancements																								
ISS.4.2	Completed Enhancement Check-List	60,000	$111	$6,687,610	60,000	$114	$6,821,362	60,000	$116	$6,957,918	60,000	$118	$7,097,035	60,000	$121	$7,239,018	60,000	$123	$7,383,861	60,000	$126	$7,531,613		$49,718,416
	Totals			$6,687,610			$6,821,362			$6,957,918			$7,097,035			$7,239,018			$7,383,861			$7,531,613	**Total Enhancements Costs**	**$49,718,416**

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Support DHS' Business Intelligence, Analytics and Reporting Needs

DHS requires the Vendor provide 10 staff to support DHS' staff in developing business intelligence, analytics and reporting solutions to DHS' business needs. The Vendor should assume DHS will require the Vendor to provide 20,000 hours per year of BI, Analytics and Reporting support.

It is the responsibility of the Vendor to ensure spreadsheet calculations are correct. All costs must be fully inclusive.

Instructions: Enter the hours required to complete the deliverables listed, including the number of deliverables where requested. Enter any additional tasks and deliverables as needed. Insert additional rows as necessary where noted.

Table 1. BI, Analytics and Reporting Deliverables Costs		Year 1			Year 2			Year 3			Year 4			Year 5			Year 6			Year 7			Summary	
ID	Description	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Task	Total
Task 5 - Support DHS' BI, Analytics and Reporting Needs																								
ISS.5.1	Business Intelligence and Reporting Support	20000	$123	$2,456,464	20000	$125	$2,505,593	20000	$128	$2,555,703	20000	$130	$2,606,795	20000	$133	$2,658,947	20000	$136	$2,712,140	20000	$138	$2,766,355		$18,261,996
ISS.5.X	[Vendor may add additional deliverables here]		$123	$0		$125	$0		$128	$0		$130	$0		$133	$0		$136	$0		$138	$0		$0
	Totals			$2,456,464			$2,505,593			$2,555,703			$2,606,795			$2,658,947			$2,712,140			$2,766,355	**Total BI Costs**	**$18,261,996**

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Provisioning of Additional As-Needed Services

DHS will expect the Vendor to provision additional services as DHS' needs dictate. For the purposes of proposal evaluation, the Vendor should assume DHS will require the Vendor provide 10,000 hours of labor effort, by the categories captured in the labor rates tab. Unlike other services, the composite weight has been set by DHS. This will allow for competitive assessment of the vendor proposals. Additionally the qualifications for each role are outlined below.

It is the responsibility of the Vendor to ensure spreadsheet calculations are correct. All costs must be fully inclusive.

Instructions: ***No action required. The workbook will calculate the cost of Procuring As-Needed Services based on information provided by the Vendor on Tab 2, Labor Rates***

Table 1. Provisioning of Additional As-Needed Services Costs		Year 1			Year 2			Year 3			Year 4			Year 5			Year 6			Year 7			Summary	
ID	Description	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total		Total
Task 6 - Provisioning of Additional As-Needed Services																								
ISS.6.1	Milestone Completion	10000	$121	$1,205,100	10000	$123	########	10000	$125	$1,253,796	10000	$128	$1,278,884	10000	$130	$1,304,462	10000	$133	$1,330,552	10000	$136	$1,357,169		$7,601,996
	Totals			$1,205,100			########			$1,253,796			$1,278,884			$1,304,462			$1,330,552			$1,357,169	**Total As-Needed SvsCosts**	**$7,601,996**

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Turn-Over Services

The Turn-Over costs must include all Turn-Over tasks outlined in the RFP and associated templates. All deliverable hours and costs must accurately reflect the level of effort required to complete the associated tasks and deliverable. All deliverable costs are subject to approval of the content of the deliverable. All costs will be calculated based on appropriate composite rate for that year.

Deliverables in Task 7 will be performed prior to the conclusion of the Contract period. For evaluation purposes, this is assumed to be in the last optional extension year. All costs will be calculated based on appropriate composite rate for that year.

It is the responsibility of the Vendor to ensure spreadsheet calculations are correct. All costs must be fully inclusive.

Instructions: Enter the hours required to complete the deliverables listed, including the number of deliverables. Enter any additional tasks and deliverables as needed. Insert additional rows as necessary where noted.

Table 1. Turn-Over Services Costs		Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 7				Summary	
ID	Description	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Task	Total
Task 7 - Turn-Over M&O Services																															
ISS.7.1	M&O Turn-Over Plan																									13841	$104	1	$1,439,030		$1,439,030
ISS.7.2	M&O Turn-Over Assessment Report																									384	$104	6	$239,544		$239,544
ISS.7.X	[Vendor may add additional deliverables here]																										$104		$0		$0
	Totals				$0				$0				$0				$0				$0				$0				$1,678,573	**Total Turn-Over Costs**	**$1,678,573**

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IT Operations Support Services (Optional)

The M&O costs must include all tasks and deliverables required for ongoing M&O of the ISS Applications, as described in the RFP and documents contained in the Procurement Library. All deliverable hours and costs must accurately reflect the level of effort required to complete that deliverable. All costs will be calculated based on appropriate composite rate for that year.

It is the responsibility of the Vendor to ensure spreadsheet calculations are correct. All costs must be fully inclusive.

Instructions: Enter the hours required to complete the deliverables listed, including the number of deliverables. Enter any additional tasks and deliverables as needed. Insert additional rows as necessary where noted.

Table 1. IT Operations Support Services Costs		Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 7				Summary	
ID	Description	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Task	Total
Task 8 - IT Operations Support Services																															
ISS.8.1	IT Operations Support Transition Plan	4281	$131	1	$560,525																										$560,525
ISS.8.2	Completed IT Operations Support Readiness Checklist	12842	$131	1	$1,681,445																										$1,681,445
ISS.8.3	Monthly Status Report and Service Level Agreement	4121	$131	12	$6,474,912	4657	$134	12	$7,462,983	4657	$136	12	$7,612,220	4657	$139	12	$7,764,524	4657	$142	12	$7,919,731	3091	$145	12	$5,361,548	3091	$147	12	$5,468,726		$48,064,645
ISS.8.4	Help Desk Services	27959	$70		$1,947,804	27959	$71		$1,986,760	27959	$72		$2,026,602	27959	$74		$2,067,075	27959	$75		$2,108,434	27959	$77		$2,150,679	27959	$78		$2,193,810		$14,481,163
ISS.8.5	IT Operations Support Turn-Over Plan																					2771	$145	1	$400,573	2771	$147	1	$408,580		$809,153
ISS.8.6	IT Operations Support Turn-Over Assessment Report																					2771	$145	6	$2,403,438	2771	$147	6	$2,451,483		$4,854,920
ISS.8.X	[Vendor may add additional deliverables here]		$131		$0		$134		$0		$136		$0		$139		$0		$142		$0		$145		$0		$147		$0		$0
	Totals				$10,664,686				$9,449,743				$9,638,823				$9,831,599				$10,028,165				$10,316,237				$10,522,599	**Total Ops Support Svs Costs**	$70,451,852

Template T-1

Cover Letter and Executive Summary

Response Template

RFP #: SP-17-0006

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1.0 Submission Cover Sheet

The Vendor must include the following Cover Letter sheet provided in this section 1.0, and an individual authorized to legally bind the Vendor must sign the Cover Letter in ink and include it in the Proposal copy labeled "Original Proposal."

This section 1.0 with the legally binding signature, only applies to the "Original Proposal" and not to the remaining copies of the proposal being submitted. However, all other sections in this Template T-1, from Section 2.0 to Section 6.0 must be provided both with the "Original Proposal" as well as with all other proposal copies.

Instructions: Provide the following information regarding the person responsible for the completion of the Vendor response. This person should also be the person OSP and DHS will contact for questions and/or clarifications.

Name:	Debasis Saha	Phone:	+1 916 548 3319
Address:	555 Mission Street, #1400	Fax:	+1 415 783 9881
	San Francisco, CA 94105-0920	E-mail:	dsaha@deloitte.com

Subject to acceptance by OSP and DHS, the Vendor acknowledges that by submitting a response AND signing in the space indicated below, the Vendor is submitting a formal offer to meet the requirements and intent of the RFP. In addition, should a Contract result from this RFP with said Vendor, the Vendor shall be contractually obligated to comply with all items in this RFP. While the Vendor is directed to list clarifications on appropriate templates, all such clarifications shall be subject to OSP's and DHS' acceptance and/or further negotiation. If no clarifications are noted, none will apply. The Vendor agrees that it will not later take clarification to any item agreed to by this signature. Failure to sign the Submission Cover Sheet or signing it with a false statement shall void the submitted response and any resulting Contract(s).

Debasis Saha / February 2, 2017

Original signature of individual authorized to legally bind the Company / Date

Name (typed or printed):	Debasis Saha
Title:	Principal
Company name:	Deloitte Consulting LLP
Physical address:	555 Mission Street, #1400
	San Francisco, CA 94105-0920
State of Incorporation:	Deloitte Consulting LLP became a limited liability partnership in Delaware in 2003.

By signature hereon, the Vendor certifies that:

1. All statements and information prepared and submitted in response to this RFP are current, complete and accurate.
2. The proposed Solution meets all the requirements of this RFP and the stated intentions of the Project.
3. The Vendor will comply with all Federal and State laws, rules, and regulations that are in force currently or anytime during the term of a resulting Contract.
4. The company or companies represented here is/are authorized dealer(s) in good standing of the products/services included in this response.
5. The Vendor and its principals are eligible to participate in this transaction and have not been subjected to suspension, debarment, or similar ineligibility determined by any Federal, State or local governmental entity and that the Vendor is in compliance with State of Arkansas statutes and rules relating to procurement, and that the Vendor is not listed on the Federal government's terrorism watch list as described in Executive Order 13224. Entities ineligible for Federal procurement are listed at http://www.epls.gov.

2.0 Submission Cover Letter

The Vendor should also provide the following information as part of the Submission Cover Letter:

- A statement regarding the Vendor's legal structure, Federal tax identification number, and principal place of business and attach applicable W-9 forms (http://www.irs.gov/pub/irs-pdf/fw9.pdf)
- A list of the people who prepared the Vendor's Proposal, including their titles
- A list of all subcontractors, if any, that the Vendor will use on the Project, if DHS selects to contract with the Vendor
  - For each proposed subcontractor, the Vendor should attach a letter from the subcontractor, signed by an individual authorized to legally bind the subcontractor, with the following included in the letter:
    - The subcontractor's legal status, tax identification number, and principal place of business address
    - The name, phone number, fax number, email address, and mailing address of a person who is authorized to legally bind the subcontractor to contractual obligations
    - A description of the work the subcontractor will do
    - A commitment by the subcontractor to do the work if the Vendor is selected
    - A statement that the subcontractor has read and understood the RFP and will comply with the requirements of the RFP
    - A statement that the subcontractor will maintain any permits, licenses and certifications required to perform its portion of the work

Instructions: Provide a Cover Letter that includes the information required above.

We have provided our submission cover letter on the following pages.

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Deloitte.

January 11, 2017

Stephanie Cellers
Office of State Procurement
1509 West 7th Street, Room 300
Little Rock, AR 72201

RE: Information Support Services (RFP SP-17-0006)

Dear Ms. Cellers:

Deloitte Consulting LLP (Deloitte)[1] is pleased to submit this proposal to the Arkansas Department of Human Services to provide Information Support Services as requested in RFP SP-17-0006.

Our proposal demonstrates throughout that moving to a new vendor will be the right decision, will make it easier for the DHS team, DHS' clients and DHS' customers. Nine states have made the decision to change to Deloitte. Our approach in those nine instances — as it will be in yours — was to energize people by stabilizing the system and help them achieve quick wins. These experiences serve as proof that change will improve your environment and your people. If your current customer satisfaction is not up to your expectation, then trusting your current vendor to change to the satisfaction you expect is only based on hope, not proof.

Throughout the remainder of this proposal, we will demonstrate that Deloitte brings value in all responses to your requirements and exceed your expectations. Furthermore, we can demonstrate that change will yield tangible benefits for years to come. With a combination of relevant technical and business experiences, industry thought leadership, innovative approaches, and a commitment to making a positive impact in the State, we believe you will find that Deloitte is your best choice for success.

As per RFP Template T-1 (2.0 Cover Letter), the following information is provided:

[1] As used in this document, "Deloitte" means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries.

Deloitte Consulting LLP Legal Structure, Federal Tax Identification Number, and Principal Place of Business

Deloitte Consulting LLP became a limited liability partnership in Delaware in 2003. Its chairman and chief executive officer is Janet Foutty. It has a board of directors which maintains general authority and supervision over the management, practice, and affairs of Deloitte Consulting LLP and establishes its various policies.

Deloitte Consulting LLP is a subsidiary of Deloitte LLP, which is also a limited liability partnership registered in Delaware. The leaders of Deloitte LLP include Cathy Engelbert, chief executive officer, and Mike Fucci, chairman of the board. Deloitte LLP also has a board of directors which has general authority and supervision over the management, practice, and affairs of Deloitte LLP and establishes its various policies. Deloitte LLP is the U.S. member firm of Deloitte Touche Tohmatsu Limited (DTTL), a U.K. private company limited by guarantee. Punit Renjen is the chief executive officer of DTTL.

Deloitte Consulting LLP's Federal tax identification number is 06-1454513.

Deloitte has 113 USA locations. Its headquarters is location at 30 Rockefeller Plaza, New York, NY, 10112.

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Subcontractors

Deloitte is not proposing any subcontractors for this engagement.

We have proposed an innovative approach with an objective lens to provide the services requested in your RFP. We appreciate this opportunity to provide you with the level of professional services that you require for your important initiatives.

Kind Regards,
Deloitte Consulting LLP

By: Debasis Saha

Debasis Saha
Principal

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3.0 Table of Contents

Instructions: Provide a Table of Contents for the Proposal. This should include all parts of the Proposal, including response forms and attachments, and should be identified by volume and page number. The structure of the Proposal should match the structure of the Response Templates for ease of Proposal evaluation. The Table of Contents should identify all sections, figures, charts, graphs, etc.

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4.0 Executive Summary

Instructions: Provide a brief (three [3] to five [5] page) summary of the key aspects of the Vendor's Technical Proposal. The Executive Summary should include an overview of the Vendor's qualifications, approach to deliver the services described in the RFP, time frame to deliver the services, proposed team and advantage of this Proposal to DHS.

We have provided our Executive Summary on the following five pages.

Executive Summary

Any incumbent service provider will tell you that change is hard, risky, and frustrating for your people. We work with 9 states who made the decision to change to Deloitte and have learned that just the opposite happens. Together, we energize your people by stabilizing the system, helping them achieve quick wins and work toward a more proactive environment. We immediately focus on the customer satisfaction of your Customers and Clients by dramatically reducing the backlog issues as soon as we start. Then, we never give up on our customer satisfaction focus so that your Clients are well served and DHS is empowered to achieve future common goals. Satisfied clients who have transitioned to Deloitte is proof that we deliver.

A perfect example of proof is our recent M&O takeover for the State of Wyoming. Together, we have achieved significant improvements in operational efficiency, transparency, and collaboration across the board. Deloitte executed a smooth and well-coordinated transition on Oct 1, 2016 from the incumbent vendor (Northrop Grumman), promptly stabilized the system, and started to build a foundation to support future enhancements, improvements, growth, and optimization. During transition, Deloitte resolved longstanding license setup issues with HP Exstream and helped the State to continue business operations at full load without any downtime. Since then, we have successfully processed COLA changes for 2017, implemented 1095B Changes for tax year 2016, and helped the State migrate to an open source alternative for defect and requirement tracking to reduce ongoing licensing costs.

Key Aspects of Technical Proposal

As prescribed by the RFP, we have responded in the defined section templates provided by DHS. We have summarized the salient features of our response to the Information Support Services RFP.

Key Aspect	Benefits to DHS
Vendor Experience	Deloitte is a recognized as a leader in the HHS service delivery domain. Our real world business knowledge accrued from our experience in 45 other states provides us with a broad spectrum of lessons learned and best practices to drive success.
Project Staff and Organization	Our leadership team brings significant HHS experience, knowledge, and expertise, which allows us to be the most effective for problem solving and bringing continued improvement and value to DHS. Our team brings new, fresh ideas and is not satisfied with maintaining the status quo.
ISS Requirements	We focus on a transparent, collaborative approach to provide uninterrupted high availability and system performance. Our team is committed to you and able to adapt and respond quickly to your needs. You are getting the team who will work “shoulder to shoulder” with you to reach shared goals.

Figure 1-1. Key Aspects of Our Response.

Vendor Experience

We are currently the M&O vendor in 27 states for similar HHS solutions, which has provided us significantly more experience than any other vendor in the market. In addition, Deloitte is currently performing human services systems work in 45 states (including Arkansas), plus the District of Columbia, Puerto Rico, Canada, and the UK:

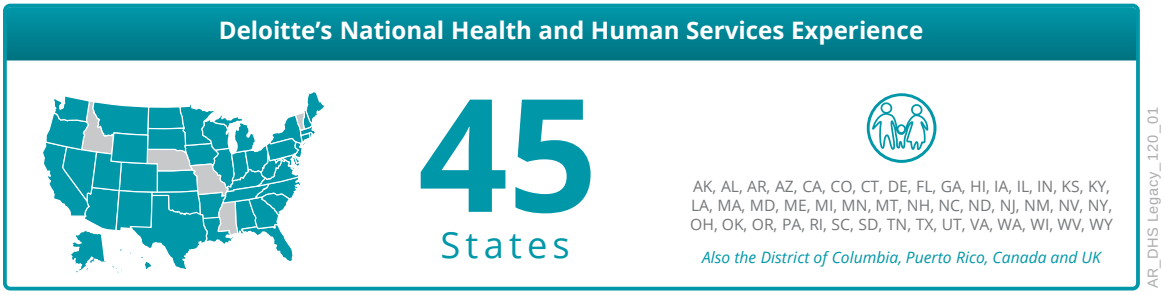

Figure 1-2. Deloitte's National HHS Experience.

Deloitte is the market leader in HHS, providing a wide range of services to State HHS agencies of similar size and complexity as DHS for over 40 years. Overall, Deloitte has more than 5,000 public sector professionals, of which more than 2,000 are focused on HHS. This gives us deep bench strength and allows us the flexibility needed when delivering a long-term engagement. In addition, our U.S. technology practice is home to over 10,000 consultants with broad technical skills needed for application enhancements, as-needed services, and IT Operational Services.

Also supporting you and the transition to Deloitte is our unique Community of Practice of State Human Services clients that focuses on knowledge sharing and collaboration. In addition, the breadth of our National HHS footprint has helped us build relationships with federal agencies like CMS, FNS, and ACF. These relationships help our states when FNS, for example, wants to get feedback or test ideas. States are able to provide us with their thoughts and we can provide anonymous feedback to DHS for new policies they are considering. These relationships help DHS reduce program risk, enable continuity, and maintain a keen focus on the future.

We have worked with DHS in the past. In November of 2015, Deloitte worked with DHS to provide a Software as a Service along with Operation Support Services to facilitate processing of 1095-B data incoming from State Agencies, 1095-B form generation and IRS reporting capabilities in accordance with IRS timelines in support of Affordable Care Act reporting regulations. The IRS Form 1095B reports information about individuals who are covered by minimum essential health coverage and therefore are not required to make a payment. We continue to support DHS in the process going forward as their service provider of this function.

Additionally, we have detailed 12 similar projects where we have provided similar scope and services in the HHS marketplace, including where we have transitioned M&O services. We stand behind our qualifications and references. We encourage you to reach out to our contacts directly to share direct feedback on their experience teaming with Deloitte.

Our M&O Approach

We are excited about the opportunity to team with DHS and take your ISS Applications to another level of performance and customer service. Our approach to M&O features measurable and predictable service delivery and support. We focus on a transparent, collaborative approach to provide uninterrupted high availability and system performance in line with your M&O transition goals. Our transition approach focuses on stabilization, operation, and modernization, with a smooth and structured transition with decreased ramp-up time. Our Enterprise Value Delivery (EVD) methodology integrates project management leading practices from the Project Management Institute, ITIL V3, and our own demonstrated project management methodology

that has been honed through many relevant HHS engagements, including transitions from Northrop Grumman in MT and WY. Our qualifications demonstrate our experience working with your ISS applications. We have maintained portfolios of applications similar to yours using our repeatable M&O EVD methodology, tools, and accelerators while following SDLC and agile methodologies or transitioning from waterfall to agile methodology.

Our Enhancements Approach: Deloitte is best positioned to help DHS and integral partners reach the State's Technological Vision and Strategic Objectives. We bring new, fresh ideas to the forefront from visioning to implementation. We look forward to partnering with DHS and DIS to map out a technology vision that looks beyond day-to-day M&O activities to strategic enhancements and incremental modernization of your current ISS Applications in an effort to improve efficiencies and effectiveness. We have helped State agencies migrate from mainframe, Powerbuilder to more modern architectures, equipped them with user centric self-service portals, cloud solutions, business intelligence, analytics, and mobile app capabilities, to name a few. Most recently for the State of Texas, we brought an outdated self-service portal into a modern, responsive HTML5/CSS5 design with simplified architecture, and also worked with them to vision out incremental modernization of its application portfolio of the future.

Our Business Intelligence and Reporting Approach: Deloitte has extensive experience with business intelligence, data analytic, data warehouse and/or decision support system. We have collaborated with State agencies to effectively transform their data into useful information. Our proposed Hybrid-Agile approach is highly relevant given the focus on problem solving and user centered design. The flexibility of Hybrid-Agile allows DHS stakeholders in every sprint to see tangible progress review regularly so that there is continuous feedback between technical and business team members.

Our As Needed Services Approach: Deloitte maintains an expansive bench of practitioners with deep business knowledge and prior similar project experience. We have a defined training approach and onboarding process to seamlessly bring on additional staff on the team. Our in-house team has highly experienced security professionals to work with DHS on security services required at project initiation. We will work with DHS to identify and analyze all requests to staff As Needed Services with the right team members at the right time.

Time Frame to Deliver Services

Our approach begins with a 4 month transition from the incumbent vendor and evolves to provide the M&O, enhancements, Business Intelligence & Reporting and As Needed Services throughout the initial three years of services for the ISS Applications. Then, we team to provide services as desired for the optional 4 years.

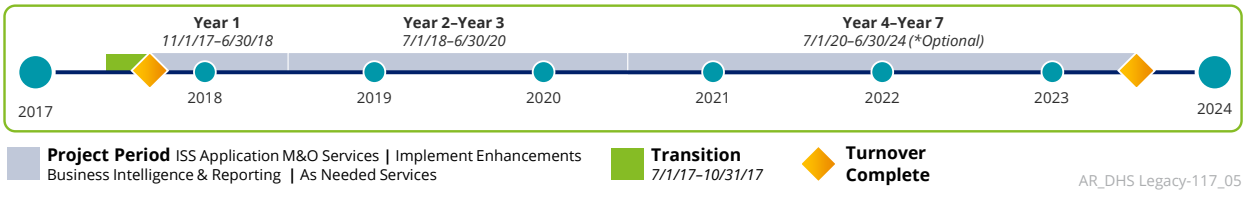

Figure 1-3. ISS Project Time Frame.

Project Staff and Organization

Details of our staff and organization is included in *Template T-4*. In summary:

Figure 1-4. Deloitte Project Leadership.

Our proposed team is equipped with the right human services knowledge and experience to hit the ground running with the transition leveraging prior experiences and lessons learned to lower risk and achieve collective success as we assume responsibilities for the ISS Applications. We work "shoulder to shoulder" with you to promote collaboration and achieve collective goals.

Our onsite team has direct access to our Engagement Advisory Board which consists of industry leaders with decades of relevant experience in project management, HHS domain and technology, and demonstrated success in delivering value and expertise to our clients. Each advisor has over 20 years of experience providing strategic assistance.

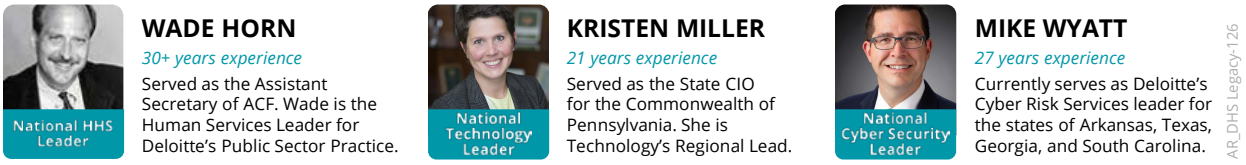

Figure 1-5. Deloitte Advisory Board.

Why Deloitte?

A Culture of Customer Service: Our engagement team is instilled with a culture of ownership, accountability, and proactive customer service. Deloitte frequently leads the effort to address problems that may exist outside our contractual responsibilities on other large State M&O engagements. For example, if one of our technical leads understands there is a problem with another area of the system, it is everyone's problem to pitch in to address the issue. For us, if it impacts your services, it does not matter who created the issue. It simply needs to be addressed as soon as possible.

Putting Your Needs First: To meet your Project Objectives as stated in Section 1.2 of the RFP, we will maintain a laser focus on stability, consistent operations, and proactive services delivery, working with DHS DIS remedies for current deficiencies. Our solution utilizes our resources efficiently, leverages best practices, gives access to our network of 45 similar State projects as we maintain, operate and enhance ISS Applications.

To meet your Business Drivers and Objectives as stated in Section 3.3 of the RFP, we have used RFP and procurement library coupled with our own analysis of how the ISS applications portfolio is managed. Your procurement goals center on pricing efficiency. We have provided details in our cost proposal and can assure you that we will be vigilant about cost efficiency. That means we can provide more and better service over time for no additional cost as we get to know your systems on a deeper level. We will also work with you to gain a better understanding of where funds are spent and reduce annual cost, and leveraging the best practices we have gained from performing M&O and enhancement work in 27 states. In addition, we will establish a methodology to keep the cost of application development within the industry's competitive pricing range. You also asked us to plan for cost-efficient outside technical resources: as the largest professional services firm in the world, we have the resources ready to serve all project needs.

Our mission is to energize your people to maintain and enhance your ISS applications to the level that meets and exceeds your expectations. Of the 9 states where we took over applications from incumbent vendors, we have been able to stabilize, enhance, and modernize each of them to meet and exceed their expectations. We will do the same with your team.

Your People Deserve a Smooth Transition: You won't wait until the end of the transition to see improvements – you'll start seeing success almost immediately. Deloitte's Business Intelligence approach is built on delivering early results with our proposed Hybrid-Agile methodology to DHS and thus, improve service delivery for human services programs, through rapid improvement of incremental capabilities. Our approach to project delivery incorporates facets from both agile and traditional waterfall methodologies to meet and overcome BI deployment challenges. Deloitte has developed and fine-tuned this specific approach through multiple field tests in the HHS industry. In addition, our Application Maintenance Services practice invests in the maturing art and science of application maintenance to improve efficiency in the maintenance of your systems and processes.

Business Knowledge and Eminence You Can Trust:

Figure 1-6. Deloitte's Approach and Time Frame.

Throughout this proposal, we will demonstrate how Deloitte brings value in all responses to your requirements. Furthermore, we'll show that change will yield tangible benefits for years to come. With a combination of relevant experiences, industry thought leadership, innovative approaches, and a commitment to making a positive impact in the State, we believe you will find that Deloitte is your best choice for success.

We look forward to the opportunity to meet your business needs and serve the people of Arkansas.

5.0 Vendor Contact Information

Instructions: Complete the following information regarding the Vendor's headquarters and primary contact for any questions pertaining to the Vendor's responses to this RFP. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Table 1. Vendor Contact Information

COMPANY HEADQUARTERS INFORMATION:			
Company Name:	Deloitte Consulting LLP		
Address:	30 Rockefeller Plaza		
City, State & Zip Code:	New York, NY, 10112		
Company Type (Check One):	☒Private ☐Public		
Company Size:	Global: 244,400+ U.S.: 78,600+ (Total Number of Employees)		
Annual Revenue:	For the most recent fiscal year ended May 28, 2016, the U.S. Firms had revenue of U.S. $17.5 billion. Deloitte's consulting services, which are relevant to the Arkansas ISS project, constitute 48.4% of Deloitte's $17.5 billion in 2016.		
PRIMARY CONTACT INFORMATION:			
Name:	Debasis (Deb) Saha	Title:	Principal
Address:	555 Mission Street, #1400		
City, State & Zip Code:	San Francisco, CA 94105-0920		
Phone:	+1 916 548 3319	Fax:	+1 415 783 9881
E-mail:	dsaha@deloitte.com		
REGIONAL OR LOCAL OFFICE INFORMATION:			
Company Name:	Deloitte Consulting LLP		
Region Name:	Indianapolis, IN		
Address:	111 Monument Circle Ste 4200		
City, State & Zip Code:	Indianapolis, IN 46204		
Primary Contact:	Todd Higgins, Principal		
Phone:	+1 317 626 4144	Fax:	+1 317 453 2626
E-mail:	tohiggins@deloitte.com		

5.1 Subcontractor Contact Information (If applicable)

Instructions: Complete the following information regarding the subcontractor's contact information. If more than one subcontractor is proposed, add more Tables as necessary. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Table 2. Subcontractor Contact Information

COMPANY INFORMATION:			
Company Name:	N/A		
Address:			
City, State & Zip Code:			
Company Type (Check One):	☐Private ☐Public		
Company Size:	(Total Number of Employees)		
Annual Revenue:			
PRIMARY CONTACT INFORMATION:			
Name:		Title:	
Address:			
City, State & Zip Code:			
Phone:		Fax:	
E-mail:			

We are not utilizing any subcontractors for this engagement, and therefore have not filled out Table 2.

6.0 Minimum Mandatory Qualifications

The Vendor must provide clear, compelling justification that it meets all of the Minimum Mandatory Qualifications. The Vendor is encouraged to provide ample references to information contained in the Proposal that supports its attestation. Vendors that fail to provide clear, sufficient evidence that they meet the Minimum Mandatory Qualifications may be subject to disqualification. OSP and DHS may ask for additional clarifications relating to the Minimum Mandatory Qualifications prior to determination of compliance.

Instructions: Complete the following information regarding the Vendor's ability to meet the Minimum Mandatory Qualifications. Provide specific references to Proposal locations that support the Vendor's assertions that it meets the Minimum Mandatory Qualifications. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Table 3. Minimum Mandatory Qualifications

#	QUALIFICATION ITEM	DOES THE VENDOR MEET QUALIFICATION ITEM?		REFERENCE TO PROPOSAL RESPONSE SECTION
1	The Vendor (Prime) must have at least five (5) years' experience with three (3) engagements similar in size, complexity and scope to this procurement that include the delivery of information support services. (Use Template T-3 to demonstrate this experience)	YES ☒	NO ☐	**T-2, 2.1 - Vendor's Corporate Background** **T-3, 1.0 - Vendor References**
2	The Vendor's team (both Prime and Subcontractor) must have proven experience with projects of in the implementation of Business Intelligence and Reporting as defined in the RFP with at least three (3) implementations similar in size, complexity and scope in the past five (5) years (Use Template T-3 to demonstrate this experience)	YES ☒	NO ☐	**T-2, 2.1 - Vendor's Corporate Background** **T-3, 1.0 - Vendor References**
3	The Vendor (Prime) must have at least annual revenue of $50M	YES ☒	NO ☐	**T-2, 1.0 - Vendor Organization Overview** **T-3, 3.2 – Financial Capacity (see soft copy)**

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Addenda

STATE OF ARKANSAS
OFFICE OF STATE PROCUREMENT
1509 West 7th Street, Room 300
Little Rock, Arkansas 72201-4222

ADDENDUM 1

TO: Vendors Addressed
FROM: Stephanie Cellers, Buyer
DATE: 01/11/2017
SUBJECT: SP-17-0006 Information Support Services

The following change(s) to the above-referenced RFP have been made as designated below:

__x__ Change of specification(s)
_____ Additional specification(s)
_____ Change of bid opening time and date
_____ Cancellation of bid
_____ Other

LOI AND BID OPENING DATE AND TIME

- Deadline for interested vendors to submit a non-binding Letter of Intent (LOI) to submit a proposal has changed to **January 18, 2017**.
- Bid opening date and time shall remain unchanged.

CHANGE OF SPECIFICATIONS

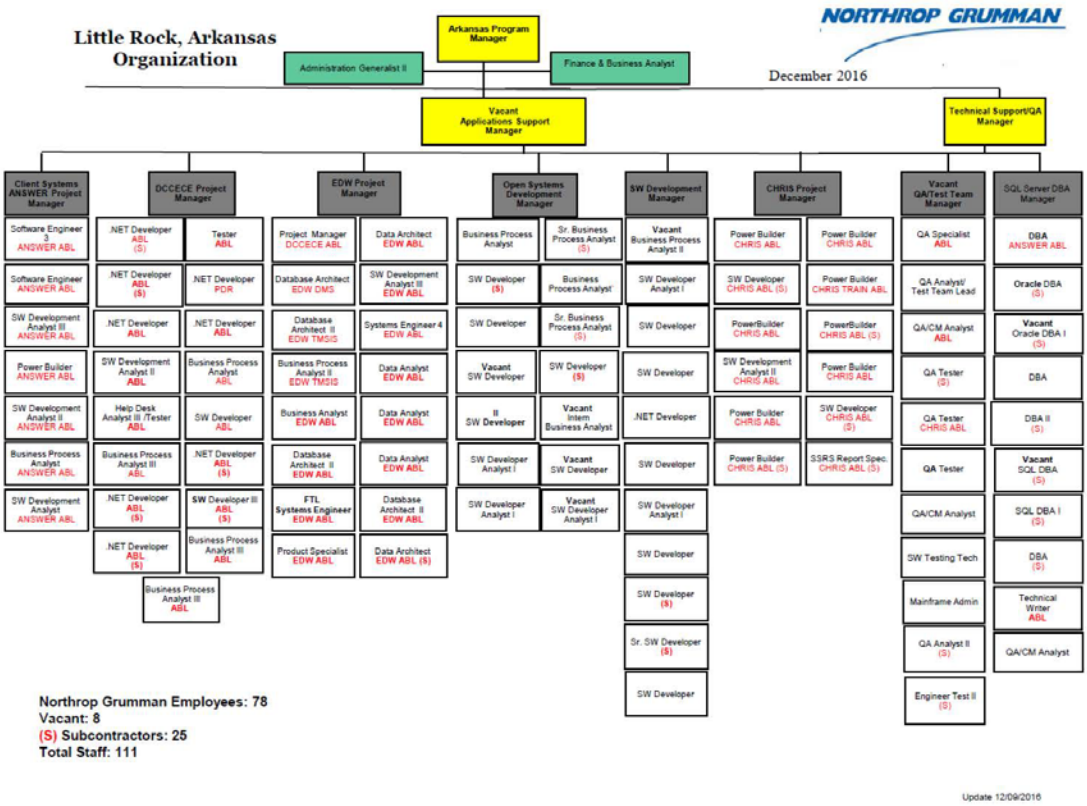
- Delete Table 1 and replace with the following:

Table 1. Milestones and Due Dates

Milestone	Date
Notice of Intent to Release the RFP	*Nov. 1, 2016*
Pre-Proposal Conference	*Nov. 7, 2016*
Questions Due	*Nov. 21, 2016*
State's Responses to Vendor Questions (anticipated)	*Jan. 3, 2017*
Release of the Final RFP (anticipated)	*Jan. 3, 2017*
Letter of Intent to Submit a Proposal Due	*Jan. 18, 2017*
Proposals Due (Date / Time)	*Feb. 2, 2017*
Oral Presentations (anticipated)	*Mar.6, 2017*
Notice of Award (anticipated)	*Apr. 17, 2017*
Contract Start Date (anticipated)	*Jul 1, 2017*

- Delete Figure 5 and replace with the following:

Figure 5. Current Northrop Grumman Team Structure



The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions please contact Stephanie Cellers at Stephanie.Cellers@dfa.arkansas.gov or (501) 371-6065.

Company: Deloitte Consulting LLP

Signature: Debasis Saha

Date: February 2, 2017

STATE OF ARKANSAS
OFFICE OF STATE PROCUREMENT
1509 West 7th Street, Room 300
Little Rock, Arkansas 72201-4222

ADDENDUM 2

TO: Vendors Addressed
FROM: Stephanie Cellers, Buyer
DATE: 01/25/2017
SUBJECT: SP-17-0006 Information Support Services

The following change(s) to the above-referenced RFP have been made as designated below:

__x__ Change of specification(s)
_____ Additional specification(s)
_____ Change of bid opening time and date
_____ Cancellation of bid
_____ Other

BID OPENING DATE AND TIME

- Bid opening date and time shall remain unchanged.

CHANGE OF SPECIFICATIONS

- Delete 5.1.3 Issuance of Contract and replace with the following:

  Any resultant contract of this *Bid Solicitation* **shall** be subject to State approval processes which may include Legislative review. The resultant Contract **must** also be reviewed and approved by the State's Federal Partners. A State Procurement Official will be responsible for award and administration of any resulting contract.

The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions please contact Stephanie Cellers at Stephanie.Cellers@dfa.arkansas.gov or (501) 371-6065.

Company: Deloitte Consulting LLP

Signature: Debasis Saha

Date: February 2, 2017

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STATE OF ARKANSAS
OFFICE OF STATE PROCUREMENT
1509 West 7th Street, Room 300
Little Rock, Arkansas 72201-4222

ADDENDUM 3

TO: Vendors Addressed
FROM: Stephanie Cellers, Buyer
DATE: 01/27/2017
SUBJECT: SP-17-0006 Information Support Services

The following change(s) to the above-referenced RFP have been made as designated below:

__x__ Change of specification(s)
_____ Additional specification(s)
_____ Change of bid opening time and date
_____ Cancellation of bid
_____ Other

BID OPENING DATE AND TIME

- Bid opening date and time shall remain unchanged.

CHANGE OF SPECIFICATIONS

- Delete 1.1 Introduction and replace with the following:

  This Request for Proposal (RFP) is issued by the Arkansas Office of State Procurement (OSP) for the Department of Human Services (DHS) to obtain bids for Information Support Services (ISS).

  Arkansas DHS serves over 1.2 million citizens with an annual operating budget of $8 billion. The department is the largest payer of Medicaid services in Arkansas with more than $5.1 billion in State and Federal Medicaid dollars being paid to approximately 12,000 providers across the State in fiscal year 2014.

  The current DHS Information Support Services (ISS) contract with Northrop Grumman Corporation Information Technology is a fixed price and fixed rate deliverables-based professional services contract that will conclude its term in June 30, 2017. The new contract will encompass the following areas:

  - Application Maintenance and Operations (M&O) for approximately 200 legacy applications
  - Application enhancements and development to increase efficiency and effectiveness for the supported programs
  - Management of the Enterprise Data Warehouse (EDW) technology platform currently in place and related BI solution development, as needed
  - Provision of resources with specialized skills required to address specific DHS needs ranging from staff augmentation to developing new applications on emerging technology
  - In addition, this contract includes a component for DHS to optionally contract for various IT infrastructure services (ITIL services) including help desk, change and release managements, network managements, performance managements, etc. to complement the current DIS services while they are strengthening the capacity and skills.

The specifications by virtue of this addendum become a permanent addition to the above referenced RFP. Failure to return this signed addendum may result in rejection of your proposal.

If you have any questions please contact Stephanie Cellers at Stephanie.Cellers@dfa.arkansas.gov or (501) 371-6065.

Company: Deloitte Consulting LLP

Signature: Debasis Saha

Date: February 2, 2017

Template T-2

Vendor Experience

Response Template

RFP #: SP-17-0006

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1.0 Vendor Organization Overview

The Vendor should include details of the Vendor's Experience in this section. The details should include Vendor organization overview; corporate background; Vendor's understanding of the relevant domain; and Vendor's experience in the public sector.

Instructions: Provide all relevant information regarding the general profile of the Vendor**.** Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Table 1. Vendor Organization Profile

VENDOR ORGANIZATION PROFILE	
Company Name	Deloitte Consulting LLP
Name of Parent Company	Deloitte LLP
Industry (NAICS) (North American Industry Classification System)	541611 - Administrative Management and General Management Consulting Services
Type of Legal Entity	Limited Liability Partnership
Company Ownership (i.e., Private/Public, Joint Venture)	Private
Arkansas Economic Development Commission Minority Business Certification Number (if applicable)	N/A
Minority Business Number (if applicable)	N/A
Number of Full Time Employees	Global: 244,400+ U.S.: 78,600+
Last Fiscal Year Company Revenue	Deloitte LLP and its subsidiaries (the "U.S. Firms") provide audit, advisory, tax, and consulting services. For the most recent fiscal year ended May 28, 2016, the Deloitte U.S. Firms had revenue of U.S. $17.5 billion. See more detailed information in the chart below. Detailed information regarding Deloitte LLP in the U.S. is provided in the chart below:

U.S. Firms ($ U.S. billions)	2016	2015	2014
Offices (national and regional)	113	108	107
People	78,642	70,603	64,884
Consolidated Revenues	$17.5	$16.1	$14.9

Source, Deloitte LLP, New York

Deloitte's consulting constitute 48.4% of Deloitte's total revenue of $17.5 billion in 2016.

Last Fiscal Year Company Net Income	As a private organization, the Deloitte U.S. Firms do not disclose this information for competitive reasons. Should you have additional questions regarding the financial information, please contact John Peirson, Deputy Chief Financial Officer of Deloitte LLP, at (612) 397-4714
% of Revenue from State and Local Government Clients in the United States	As a private organization, the Deloitte U.S. Firms do not disclose this information for competitive reasons. Should you have additional questions regarding the financial information, please contact John Peirson, Deputy Chief Financial Officer of Deloitte LLP, at (612) 397-4714
% of Revenue from IT Design/ Implementation, and Operations Support Services	As a private organization, the Deloitte U.S. Firms do not disclose this information for competitive reasons. Should you have additional questions regarding the financial information, please contact John Peirson, Deputy Chief Financial Officer of Deloitte LLP, at (612) 397-4714
Number of Years in Business	Deloitte LLP was founded 123 years ago, and Deloitte Consulting LLP became a distinct entity 14 years ago.
Number of Years Vendor has been Providing the Type of Services Specified in the RFP	Over 40 years of providing Health and Human Services (HHS) services including, but not limited to project management, maintenance, operations, enhancements, modifications, testing, training, business intelligence, analytics, help desk and infrastructure and over 25 years of implementing and maintaining statewide eligibility determination systems for Medicaid, CHIP and all other HHS programs.
Number of Employees Providing the Type of Services Specified in the RFP	Over 10,000 Technology practitioners and over 5,000 public sector practitioners.
Headquarters in the USA	30 Rockefeller Plaza, New York, NY, 10112
Locations in the USA	We have 113 USA locations
Office Servicing this Account	Deloitte will deliver services at the project office located in Arkansas (refer to 2.4 of this section)

1.1 Subcontractor Organization Overview (only if applicable)

The Vendor should only complete this section if proposing subcontractors as part of the Proposal.

Instructions: Provide all relevant information regarding the profile of each subcontractor. This section should be duplicated in its entirety for each subcontractor included. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Table 2. Subcontractor Organization Profile

SUBCONTRACTOR ORGANIZATION PROFILE	
Subcontractor Name	N/A; Deloitte does not intend to use a subcontractor for this proposal.
Type of Legal Entity	N/A
Company Ownership (i.e., Private/Public, Joint-Venture)	N/A
Headquarters Location	N/A
Date Founded	N/A
Number of Employees	N/A
Last Fiscal Year Company Revenue	N/A
Last Fiscal Year Company Net Income	N/A
Services to be Provided	N/A
Experience of Subcontractor in Performing the Services to be Provided	N/A
Brief Description and Number of Projects that Vendor has Partnered with this Subcontractor on	N/A
Locations Where Work is to be Performed	N/A

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2.0 Vendor Corporate Background and Experience

2.1 Vendor's Corporate Background

The Vendor should describe its corporate background to provide context of the organization that will be providing the products and services in this RFP.

Instructions: Describe the Vendor's corporate background as it relates to projects similar in scope and complexity to the project described in this RFP.

Section Highlights

- A deep understanding of the HHS systems from our work in 45 States
- Experience in successfully transitioning M&O for nine (9) systems, including from the incumbent vendor in Wyoming and Montana.
- An expansive HHS network with 2,000 highly skilled personnel to leverage subject matter advisors for short-term support or specialized operational needs

DHS benefits from Deloitte's breadth and depth of experience in providing IT services to Health and Human Services (HHS) agencies that is unmatched by any vendor in the market. Deloitte is the market leader in HHS providing services including, but not limited to, project management, maintenance, operations, enhancements, testing, training, business intelligence, help desk and infrastructure to state HHS agencies of similar size and complexity as those of DHS. We have transitioned similar systems from 9 other states, including from your incumbent vendor in Montana and Wyoming. Our knowledge of systems similar to DHS'—gained through our work with other states such as Montana, Wyoming, Texas, Colorado, California, Florida, New Mexico, Pennsylvania and Indiana — combined with our national HHS business and technology experience present DHS with a skilled vendor to team with transition, maintain, operate, and enhance ISS applications in alignment with DHS' strategic vision.

Corporate experience is only as good as the people that can be deliver it. Because the fate of a project most often hinges on the people doing the job, we propose a team of professionals with a deep understanding of the HHS systems' policies, , necessary range of technical and takeover skills as well as business experience, and sound project management processes and methods. Our team consists of members that are skilled in transitioning, maintaining and enhancing similar to the ISS suite of applications and have proven success on our past HHS projects. We have more than 2,000 staff with experience working on HHS systems that are performing key HHS functions similar to ISS applications. As a matter of fact, all key staff have experience transitioning, maintaining and enhancing similar systems those administered by DHS.

Our successful HHS business experience, coupled with our capability to recognize trends and implement incremental modernization and enhancements offers DHS the combination of system continuity and national innovative practices to meet the vision and goals for DHS – something no other vendor can offer.

Organization

Deloitte Consulting LLP is a subsidiary of Deloitte LLP, which is a member firm of Deloitte Touche Tohmatsu Limited (DTTL), a global company with member firms in more than 150 countries. Deloitte is one of the oldest and most respected professional service organizations in the U.S. Our parent company was founded in 1845, and today we are the largest global professional services organization with more than 244,400 employees, of which over 78,600 are based in the US. As the world's largest professional services organization, we are a multi-functional professional services organization providing consulting, audit, tax, and advisory businesses within a single organization. Within consulting, we organize our capabilities around two major dimensions – industry and service area, as illustrated in the following figure. This breadth of disciplines and services allows us to draw across functions to develop and implement innovative solutions for the clients we serve. The shaded boxes in the following figure demonstrate from where the Deloitte team will be staffed to support DHS. As capabilities outside of these areas are identified, for instance, through As Needed Services, we have the capability to engage additional staff to support DHS' needs.

The following figure depicts the high level structure of Deloitte US Firm. The highlighted boxes in this figure depict the areas of organization relevant to delivering services defined in the RFP.

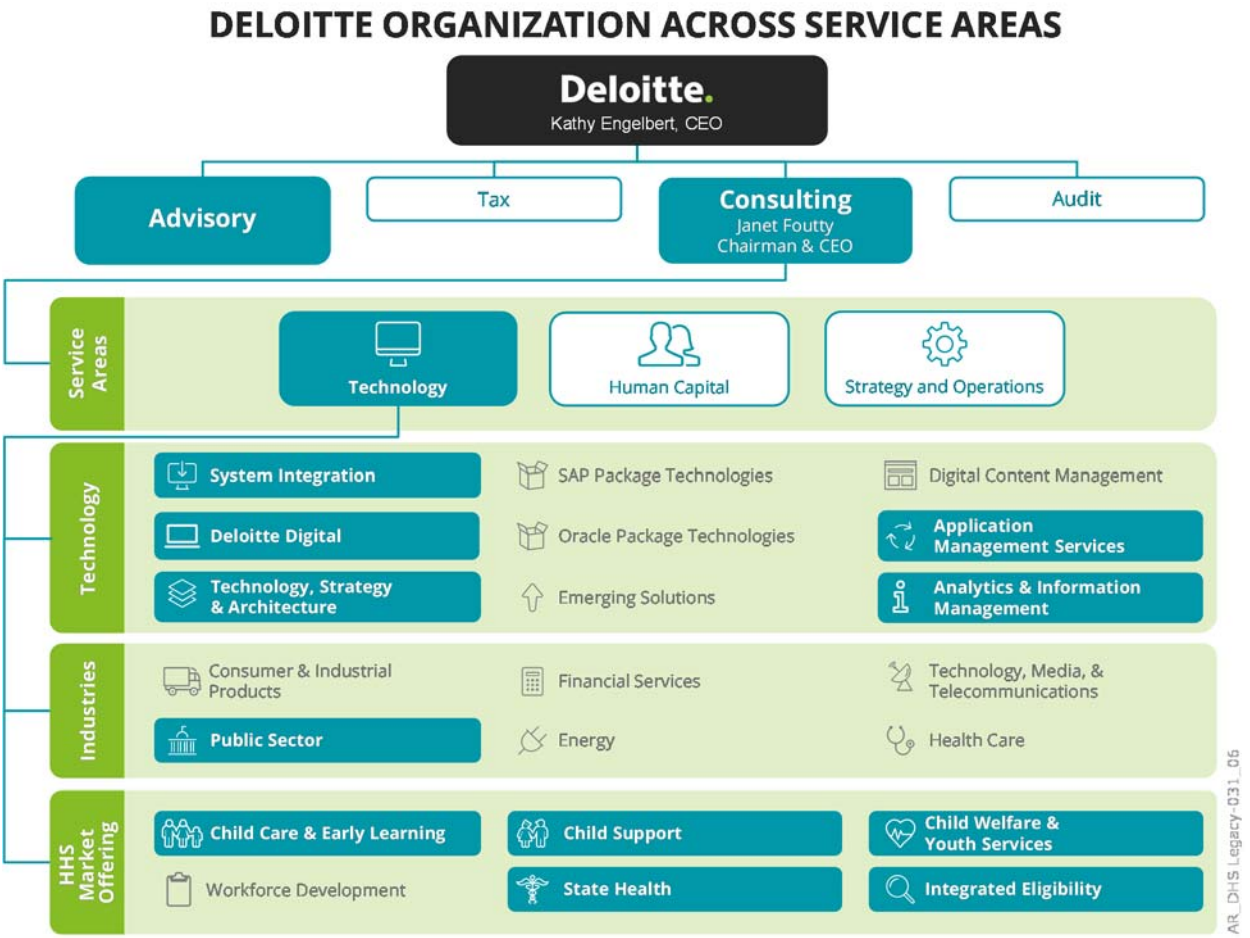

Figure 2-1. Deloitte's Organization Structure.

DHS benefits from the team that will be assembled across Deloitte's Public Sector and Technology service offerings who will work in Little Rock. As other areas of expertise are required such as under the As Needed Services scope of work, we will bring the appropriate staff into the engagement to provide timely and efficient service to DHS' specific needs. Resources from across our public sector industry and our technology service line can be pulled in to meet both current and future needs of DHS.

Distinguishing Factors

Why Deloitte?

- Market leaders with significant investments for sustainability in the HHS suite
- Continuous investment in innovation, and solution development in emerging technologies
- Over 45 years of HHS experience serving 45 states, and the District of Columbia

Relevant HHS & Public Service Experience

Deloitte is a recognized leader in providing HHS solutions in 45 states and 40 years of experience in maintaining an operating (M&O) HHS solutions. We are proud of the work we have accomplished together with our clients to design, implement, deploy, maintain and operate their portfolio of applications while continuously enhancing and modernizing them. We have multi-state experience in both HHS departments in general, as well as the ISS applications. The following figure is a selection of Human Services projects demonstrating our experience similar to ISS applications. Please refer to *Template T-3_Vendor References* for more information on these projects.

Number	Vendor Reference	HHS Program/Services Supported														
		Integrated Eligibility							Adult and Disability Services			Child Welfare and Youth Services				
		Health Insurance Exchange	Medical Services Medicaid	SNAP	TANF	LIHEAP	CHIP	Behavioral Health	Aging and Adult Services	Developmental Disability Services	Services for the Blind	Child Welfare	Foster Care	Youth Services	Child Support Enforcement	Child Care and Early Education
Ref 1	Commonwealth of Pennsylvania, Department of Public Welfare	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Ref 2	Commonwealth of Kentucky, Cabinet for Health and Family Services	X	X	X	X	X	X	X	X	X	X		X	X		X
Ref 3	State of Colorado	X	X	X	X	X	X	X	X	X	X		X	X		
Ref 4	State of Texas Health and Human Services Commission	X	X	X	X	X	X	X	X	X	X		X	X	X	
Ref 5	State of Georgia	X	X	X	X	X	X	X	X	X	X	X	X	X		
Ref 6	Commonwealth of Virginia	X	X	X	X	X	X	X	X	X	X	X	X	X		X
Ref 7	State of Indiana	X	X	X	X	X	X	X	X	X	X	X	X	X		
Ref 8	British Columbia, Province of Canada	X	X	X	X	X	X	X	X	X	X	X	X	X		

Figure 2-2. Select Human Services Projects Demonstrating Deloitte's Experience Similar to ISS Applications.

We have implemented HHS systems in 45 states from implementing, maintaining and operating new solutions, incrementally modernizing legacy systems, meeting ACA mandated deadlines, conducting MARS-E and IRS compliance auditing, as well as helping HHS agencies find a path forward to achieving strategic objectives. We bring these experiences and leading practices to DHS. See the following figure for more information on our extensive U.S. HHS experience.

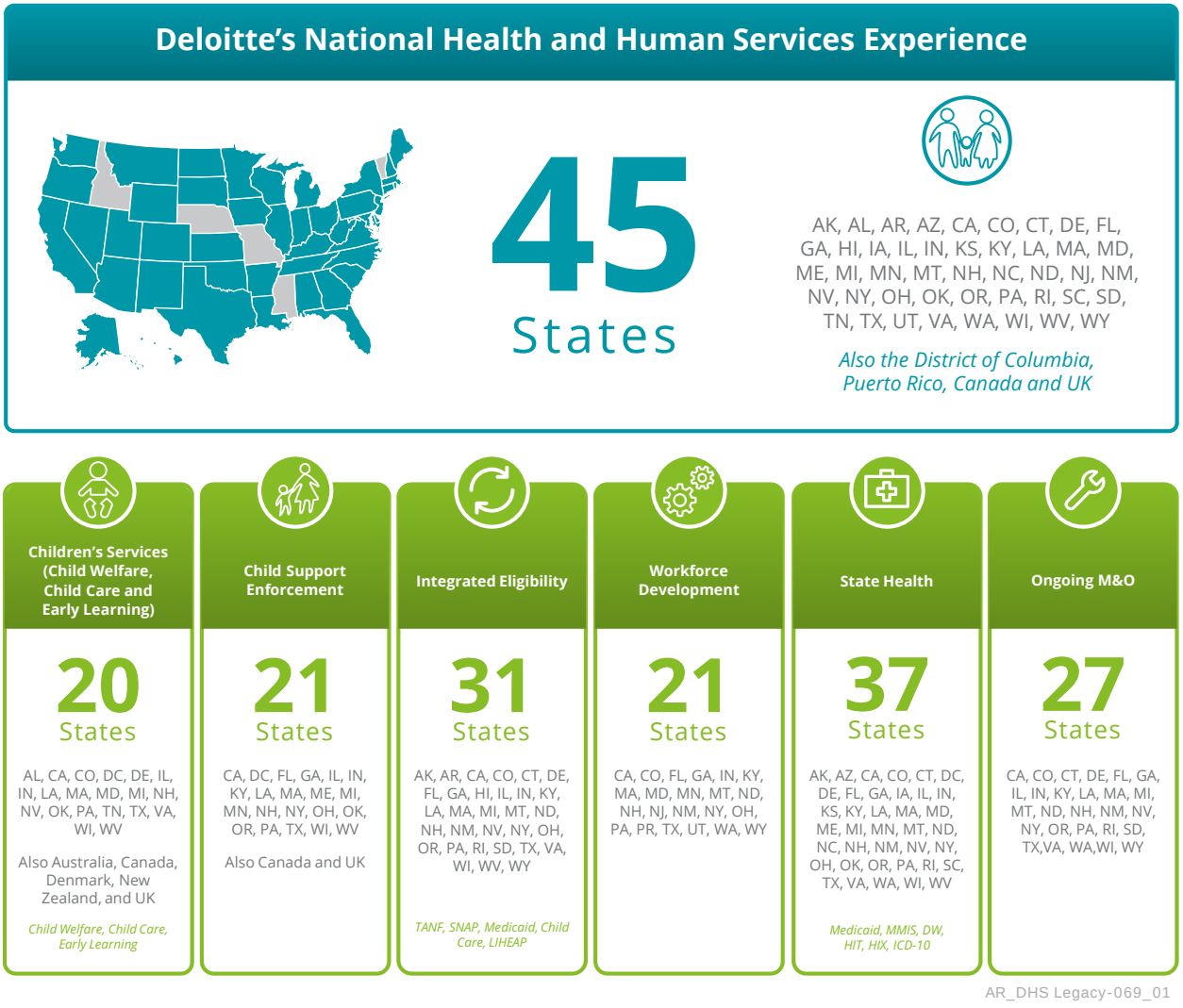

Figure 2-3. Deloitte's Extensive HHS Experience Across the U.S.

We also have experience working with DHS, in November of 2015, Deloitte partnered with Arkansas to provide a Software as a Service along with Operation Support Services to facilitate the processing of 1095-B data incoming from State Agencies, 1095-B form generation and IRS reporting capabilities in accordance with IRS timelines. The Affordable Care Act provides that individuals must either have health insurance coverage throughout the year, qualify for an exemption, or make an individual shared responsibility payment when filing their taxes. IRS Form 1095B reports information about individuals who are covered by minimum essential health coverage and therefore are not required to make a payment.

Deloitte's 1095-B solution provided Arkansas with comprehensive support of stakeholders and data processing throughout the lifecycle of the 1095-B. The solution provides for a Contact Center Module to facilitate staff updates and data/form retrieval. Additionally, a Self Service Option is available for citizens to authenticate themselves and retrieve a copy of their own 1095-B form. All of Arkansas' over one million 1095-Bs for the tax year 2015 were mailed and IRS reporting was completed in accordance with IRS timeframes.

DHS benefits from Deloitte's work serving HHS Agencies across the country. We take pride in teaming with our clients and exhibit an unwavering ethic to making them successful. The following figure showcases some of our recent accolades.

Year	Award	Winning Project(s)
2016	IBM North America Top IT Service Provider Choice Award	Deloitte's Integrated Eligibility projects
2016	APHSA ISM - Collaboration Across Boundaries Award	New HEIGHTS (NH) - LTSS Enhancements
2016	Digital Government Achievement Award – Government-to-business category	New HEIGHTS (NH) - LTSS Enhancements
2016	Center for Digital Government - Driving Digital Government State government category	New Mexico Unemployment Insurance - Improper Payment Prevention Initiative
2016	Center of Digital Government - Best of California Award - Best Application Serving the Public	California Employment Development Department's Unemployment Insurance Online (UI Online)
2015	California GovOps Government Transformation Award of Excellence	CA EDD SDI Online (State Disability Insurance)
2015	Best Fit Integrator - Exceptional Service Award in Health and Human Services	Commonwealth of Kentucky Team
2015	Best of Texas - Best Application Serving the Public	YourTexasBenefits.com
2015	NASCIO finalist for Cross-Boundary Collaboration and Partnerships category	Ohio Benefits System
2015	APHSA ISM Awards	• Maryland Health Benefits Exchange • Texas IE mobile app project
2015	Center for Digital Government Digital Government Achievement Award	• PA Online Automated Child Abuse History Clearance • RI Unified Health Infrastructure Project (RI UHIP) • YourTexasBenefits.com
2014	NASCIO Government to Citizen category	• Winner: New Mexico UI • Finalist: Kentucky HIX • Finalist: Washington HIX
2014	NASCIO Information Communications Technology Innovations category	Pennsylvania
2014	NASCIO Information and Knowledge Management category	Finalist: Connecticut ConneCT
2014	APHSA ISM Innovation in Service Delivery Award	Colorado PEAK

Year	Award	Winning Project(s)
2014	APHSA ISM Collaboration Across Boundaries	Connecticut – ahCT
2014	CIO 100	Colorado CBMS
2014	US Dept of Labor Performance Excellence Award for Unemployment Insurance Appeals	Minnesota DEED
2014	GCN (Government Computer News) Award Honorable Mention	Florida Medicaid Eligibility System Project
2014	Center for Digital Government Best Fit Integrator	Commonwealth of PA H2X (Health and Human Services Exchange)
2014	Pennsylvania Governor's Award in Technology	Allegheny County Department of Human Services (Jail Collaborative)
2014	Center for Digital Government Digital Government Achievement Award	New Mexico UI (Government to Citizen category)

Figure 2-4. Our Recent Accolades.

Transitioning DHS

Change is necessary to achieve the strategic objectives that DHS outlines in the RFP. In fact, it is easier to change than to perpetuate the stagnation of increasing costs due to disparate systems and older technologies and denying DHS a customer centric service delivery model. The costs in poor service delivery alone demand change. The risks associated with not changing involve increasing frustration, and a decreased ability to serve the residents of Arkansas. DHS benefits from the Deloitte team that has transitioned and continues to maintain, operate and enhance systems from your incumbent vendor. We will leverage our experience transitioning in 9 states, our deep business domain understanding and vast technology expertise to meet your objectives. And we will bring a fresh perspective, which allows us to proactively bring improvements to ISS applications.

Maintenance & Operations for DHS

Our approach to Maintenance and Operations (M&O) features measurable and predictable service delivery and support. We focus on a transparent, collaborative approach to provide uninterrupted high availability and system performance. We have provided M&O services in 27 states, using our reliable toolset, and our experienced teams. For example, in Colorado, the state has witnessed significant improvements in system performance and stability, processing times, and accuracy since our takeover. We are proud of the fact that we were able to promptly stabilize the system and build a foundation to support future enhancements and growth. When we first inherited the system, there was an average of 40 issues reported per month related to poor system performance. The system now averages less than one report per month related to performance. Although the system has grown significantly, we have been able to keep maintenance efforts and costs virtually constant by implementing tools, accelerators, and automation

Ongoing maintenance and operations support for an enterprise-level applications such as ISS applications must focus on maintaining system stability, maximizing reliability, and minimizing downtime, while at the same time allowing DHS to gain efficiencies by providing more work with the same staffing capacity over time. Achieving this takes more than a vendor who understands

how to provide M&O services; it takes a vendor who also understands your business and can extend lessons learned in M&O to help in achieving DHS' strategic vision. Our approach to ISS leverages the rigor and discipline of our methodology and combines it with our expertise in developing and maintaining Human Services systems across the country. This allows us to meet these critical objectives while also addressing the specific needs of each task, covering activities from project initiation, transition and project initiation through maintenance and operations.

Our Enterprise Value based Delivery (EVD) methodology leverages M&O-specific tools, standardized practices, and process insights to provide effective and efficient support for systems. Our methodology is based upon Deloitte's broad operational experience and provides a consistent, demonstrated set of processes driven by continuous improvement. EVD can help deliver a well-maintained application, predictable outcomes, quality results and continuous improvement. In collaboration with DHS, we leverage existing tools and processes and bring forth a tailored version of our EVD where potential efficiencies are identified. Please refer to *Template T-7_ISS Requirements Approach* for more information.

Application Enhancement

Deloitte has extensive experience enhancing HHS systems. In Texas we brought an outdated self-service portal into a modern, responsive HTML5/CSS5 design with simplified architecture. With other states we have enhanced user experience, or added robust BI and reporting and analytics solutions. We've updated applications to conform to higher compliance. We have helped our clients make many notable achievements including:

- Successfully delivering the Affordable Care Act changes across the country such as Federal Facilitated Marketplace Integration through the Federal Data Services Hub and implementing Medicaid Expansion for single adults
- Implementing enterprise modernization features including Real-Time Eligibility for states' citizens and automating case processing
- Standing up and aligning states' self-service capabilities with ACA directives and adding in mobile enablement through responsive web principles
- Guiding states through their business process and system transitions from case-based to task-based workload models
- Implementation of case management system supporting a mix of programs including TANF, SNAP, Medicaid, Child Care, Child Welfare and Adult and Disability Services

Mainframe Migration

Deloitte has worked with a number of states to migrate their core business systems running on COBOL or PowerBuilder allowing them to incorporate more modern technologies into their systems, and decreasing the cost of system upkeep. We have done this type of work with DC, Colorado, Nevada, New Hampshire, Alabama and Wisconsin. Deloitte is specialized in all three mainframe migration approaches:

- **Automated Refactoring.** Source code is transformed so that it performs in the same manner as the legacy environment

- **Custom Development.** Follows a traditional software development lifecycle of building and developing business requirements
- **Packages & Transfer Solutions.** Requirements fit gap analysis and configuration

Deloitte has recently begun work with automated refactoring. This process offers an alternative to the traditional custom development "pure reengineering" or commercial of-the-shelf mainframe modernization approaches. Refactoring improves the underlying technical implementation with modern, more agile and sustainable technology like Java or .NET, while preserving the existing application functionality. This establishes a solid foundation for future business enhancements while providing value in the short-term.

Automated refactoring transitions can transition your system to a stable, modern, lower-risk environment where tools and resources are readily available, and frees your organization of the mainframe environment limitations and the high costs. You will also gain the flexibility to align further system modernization investments with your organization's objectives and budget allocations.

Our most recent work at Texas DMV is one of the fastest implementation of mainframe migration within the DMV space and a testament of our automated refactoring capability and demonstrated the following benefits:

- **Faster Return on Investment.** Project times are generally shorter, potentially showing value sooner.
- **Reduced Technical Risks.** Due to running an incremental approach rather than "big bang".
- **Reduced Business Disruption.** Due to our approach to move existing mainframe SMEs to the new technical platform.
- **Reduced End User Disruption –** Due to the similarities of the systems resulting in minimal training needs.
- **Minimal Manual Effort.** To develop the refactored system.
- **Safe Launching Point.** To start the long-term modernization enhancements.

Other Sample Enhancement Areas

The incremental modernization we have done across the US have brought our clients better applications, better results, and the most advanced systems in the country. Whether DHS wants to add a mobile component to an application, update an outdated User Experience design or incorporate analytics, you can rest assured that Deloitte has done it for another HHS agency already, and we can do it in a low risk, incremental fashion. Following are examples of enhancement areas:

Modernization Area	Experience Description	What it Means to Arkansas
Our Experience in Enterprise Data Warehouse (EDW) / Business Intelligence (BI)	Deloitte has more than 20 years of experience with business intelligence, data analytic, data Warehouse and/or decision support system development and implementation activities for claims/encounter processing systems or with commercial health care decision support projects. We have collaborated with agencies to effectively transform their data into useful information — a transformation of disconnected pieces of raw data to create a unified insight from which decisions can be made. Over the last 10 years, Deloitte has been awarded multiple contracts in relation to business intelligence, data analytics, data warehouse and decision support system development and implementation activities. We have worked with State departments of education, human services, financial, national commercial health care plans and providers, as well as Federal agencies.	• Existing best practices, valuable lesson learned, and proven accelerators can be leveraged for Arkansas' EDW/BI/Reporting enhancements • Expertise in Data Analytics • Visibility into other sates' EDW/BI solution case studies • Expertise in various EDW/BI packaged solutions
Our Experience in Self Service Portal	Robust and intuitive self-service directly translates to higher customer satisfaction, increased channels for service outreach, lower operational cost, and decreased case worker burden.	• Existing best practices, valuable lesson learned, and proven accelerators can be leveraged for Arkansas' Self Service Portal enhancements • Expertise in ADA compliance can be trusted • Expertise in User Experience can be leveraged • Expertise in the latest technology
Our Experience in Cloud	More and more HHS applications can now leverage the power of Cloud and COTS solution to cut down system operational cost and development duration. We have a vast experience in guiding the state agencies through every step of cloud migration from strategic road mapping to maintenance. Most notably, a self-service portal based on salesforce in Colorado and a fast implemented system consolidation effort with salesforce in Texas Department of Aging and Disability Services	• Existing best practices, valuable lesson learned, and proven accelerators can be leveraged for identified cloud needs • Long partnership with Salesforce can be leveraged
Our Experience in Mobile	Deloitte designed and developed the first mobile app in HHS space in the State of Texas to accommodate the increasing HHS population who are on the go and become more and more mobile savvy. The Mobile application offers functionality such as report a change, locate an office, and supporting document submission by clicking a picture with the phone. The design and delivery of this mobile capability is well recognized nationally by Innovation in Service Delivery Award at APHSA ISM in 2015 and by Center for Digital Government Best of Texas Award in 2016.	• Existing best practices, valuable lesson learned, and proven accelerators can be leveraged for Arkansas' future mobile capability • Expertise in Mobile User Experience can be leveraged

Figure 2-5. Examples of Enhancement Areas.

Business Intelligence and Reporting Support

Deloitte has more than 20 years of experience with business intelligence, data analytic, Data Warehouse and/or decision support system, We have collaborated with agencies to effectively transform their data into useful information — a transformation of disconnected pieces of raw data to create a unified insight from which decisions can be made.

Over the last 10 years, Deloitte has been awarded multiple projects in relation to business intelligence, data analytics, data warehouse and decision support system development and implementation activities. We have worked with state departments of education, HHS services, financial, national commercial health care plans and providers, as well as Federal agencies. Please refer to the *Business Intelligence and Reporting Support Approach* section in *Template T-7_ISS Requirements Approach* for more details on our hybrid agile approach to business intelligence.

Template T-3_Vendor References demonstrates DHS' minimum requirement of having at least three Business Intelligence and Reporting implementations in the last five years.

As Needed Services

Deloitte takes pride in its people. We have a deep bench strength with over 10,000 staff in our U.S Technology practice alone. These are high performing technologists, who specialize in providing our clients with the services they need. This allows us to draw from diverse specialty resources, and provide you with available skills and knowledge that may not have been originally anticipated.

With this pool of professionals Deloitte is well positioned to provide staff with the needed experience to implement the functionality mentioned in RFP section 3.4.4.

This wide range of skillsets and expertise allows us to quickly provision the state with the professionals you need in order to staff DHS' initiatives. With Deloitte, you can be confident that we have the people to staff the right team or, as we have done in Texas and many other states, provide staff with the proper skillset to augment your team.

For additional details, please refer to the *As Needed Services* section in *Template T-7_ISS Requirements Approach*.

IT Operations Services

We understand that DHS is in the process of moving all departments onto infrastructure platforms and Maintenance and Operations Processes operated by DHS. We have reviewed the requirements defined in *Template T-6_ISS Requirements* under the IT Operations tab and are prepared to provide these services.

If DHS chooses to engage Deloitte to provide the optional IT Operations Services, we will work with DHS to elaborate the requirements and provision the appropriate resources to satisfy the requirements as defined in T6.

2.2 Vendor's Understanding of Human Services

Instructions: Describe the Vendor's understanding of Human Services. Discuss the Vendor's strategies and areas of focus related to this service. Discuss key trends affecting Human Services in the next three (3) to five (5) years with specific focus on how the Vendor will translate these trends in its solution to benefit DHS.

Understanding of Human Services

Deloitte is a recognized leader in providing technology solutions and services in Human Services arena. As the world's largest consulting firm, we help clients solve complex business challenges with solutions to achieve sustainable results. A national leader in providing solutions, Deloitte has 45 years of experience serving 45 states. Not only does our long history of accomplishments distinguish us, our recent successes set us apart. We are proud of the work we have accomplished together with our clients to design, implement, maintain, enhance, and support system operations while implementing features and tools that increase work efficiencies for our Human Services clients. We also understand the end goal of any Human Service initiative is to enhance and protect the well-being of the citizens. We take a unique approach to helping our clients meet the needs of their citizens through an interdisciplinary knowledge base, focused on preventing and remediating problems, and maintaining commitment to improving the overall quality of life of citizens being served. The Human Services practice promotes improved health and well-being of citizens through the services it provides.

As discussed in section *2.1, Vendor's Corporate Background*, Deloitte demonstrates relevant and successful experience that are similar to the services required by DHS. All of these services are hinged on several factors: keen customer focus, self-sufficiency promotion, external factor adaptation, maximization of limited resources, and a set of robust enabling systems.

Keen Customer Focus. Human Services require being able to provide a positive client experience to the citizens who need it most, through operational excellence, program integrity and organizational change management. It requires the application of a wide base of knowledge and experience—the kind of work dependent on having the right people and the right team involved.

Self-Sufficiency Promotion. By promoting self-sufficiency and independence, we are helping our client achieving higher quality life without exhausting public resources. Although this is aspect is largely a policy driven one, technology can help by 'nudging' clients through the application of behavior science within the system to discourage fraud, abuse, and wastes and identifying grant opportunities.

External Factor Adaptation. For the organizations providing Human Services it also means adapting to external factors (federal mandates, state mandates, etc.) deftly. Human Services are constantly changed with new policies and new leadership. Being adaptable to these changes is the only way that an organization can provide the services that are needed without finding themselves out of compliance.

Maximize Use of Limited Resources. With Human Services needs rising and an ever decreasing pool of resources, the effective and efficient use of these resources is critical to the success of any Human Service agency. These resources be able to dedicate time to the high

touch populations requiring more contact freeing themselves of repetitive tasks that can sometimes be completed in an automated fashion in order to make the most significant impact with their time.

Robust Enabling Systems. Most importantly in the context of this RFP, Human Services require a diverse technical ecosystem designed to aide departments in effectively and accurately providing benefits and services to the citizens who need them. This not only includes the systems that are part of this RFP, but also the external interfacing departments that these systems interface with. Deloitte has experience interfacing with a host of systems including MMIS, EBT and federal interfaces with systems all over the country. We know how these systems interact, and have interfaced with each of them to exchange data accurately and effectively. We understand the critical interactions of these systems through years of experience in this domain.

Accelerate the Value of Self-service through Automation

Caseworkers are often overcome by manual activities that preclude them from engaging in high touch, high value work that is more impactful in the lives of citizens. Clients with less complex needs could have many of their needs met with a properly automated 'front-door' that would divert a significant portion of workload from caseworkers to automated systems. While many agencies already allow users to apply online, they have not meaningfully cut down on work for case workers due to a lack of follow through in increasing adoption of these cost saving features.

With the implementation of low-touch or no-touch eligibility systems, case workers can dedicate their time to making an impact in the lives of clients. While no-touch solutions can't be used by many state systems without accepting everything the client says at face value, pushing low-touch eligibility systems where applicable can still greatly decrease the amount of caseworkers spend on processing applications.

Deloitte has implemented these low touch and no touch eligibility systems for various human services projects, and could work with the DHS to save the time spent by your case workers, allowing them to focus on working with clients.

Redesign Programs to Serve Unique Customer Needs

Once case workers have had the load of case processing lessened by a more automated system, they can focus their time to meet the unique needs of their clients. Instead of only having time to focus purely on finding out what clients are eligible for, they can now focus on what they need to get back on their feet. The challenge is to figure out the goals of applicants, and connect them with the services they need.

This has given rise to experiments centered on the idea that customized program design and delivery, based on a deeper understanding of the client, can lead to better outcomes. We can rethink design and delivery of human services to take into account the diverse spectrum of clients, delivering tailored services.

For example, in DC they've rolled out a 'tiered services' model. This is a solutions focused model that asks questions about the types of problems clients face, and how they've tried to address them. The application results in a customized profile that helps the agency categorize

the client into segments (job placement, work readiness, barrier removal and work support, barrier removal and financial support) so that they can better provide citizens with the services they need. The following figure shows how this system is divided.

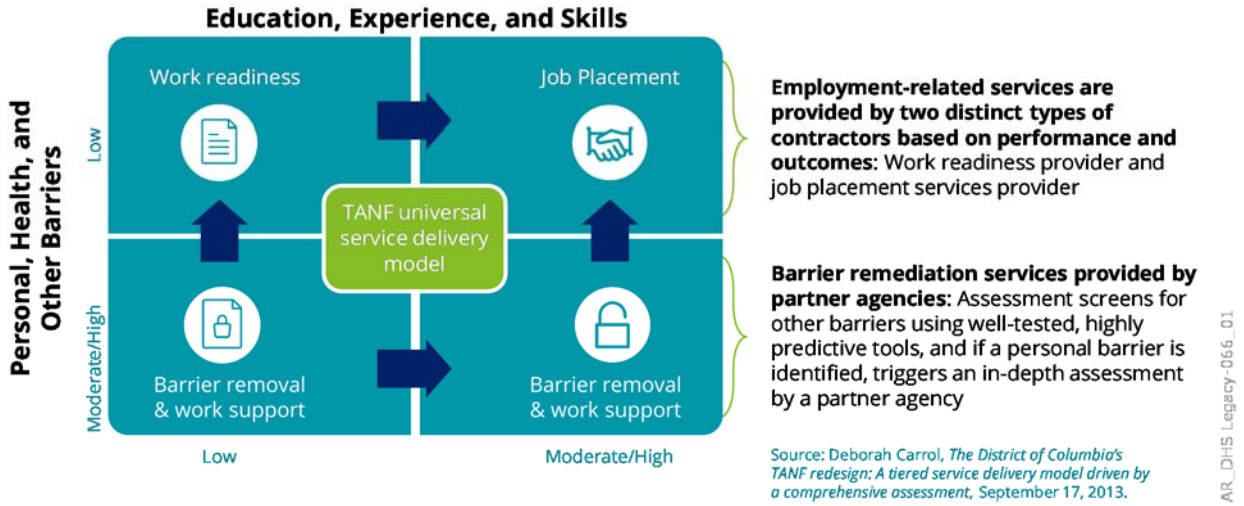

Figure 2-6. TANF Delivery Model.

Incremental Modernization

While many of the changes to Human Services relate to how benefits are administered or tracked, there are also changes to how Human Services Systems are being delivered or modernized. In recent years, with the guidance of federal agencies, Human Services have been moving towards a more incremental modernization model. This incremental modernization allows states to reap the benefits of the most important changes faster, as well as lower the risks associated with a big bang release.

Deloitte has consistently demonstrated the capability in both personnel and technology spectrum to not only support the system steadily as part of day-to-day job but to stay current with new technologies, improve efficiencies, and save costs for our clients. Over the years, we have supplemented our team with national expertise to provide insights and lessons learned from projects similar to yours.

With your mission of “improving the quality of life of all Arkansans by protecting the vulnerable, fostering independence, and promoting better health.” in mind, we can leverage our vast experience in providing HHS modernization solutions in 45 states and research in technology trends to carefully prioritize alongside with you to jump start your journey to incremental modernization and achieving your objectives.

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2.3 Information Support Services Engagements Completed in the Public Sector in the Last Five Years

The Vendor should list all Information Support Services (ISS) engagements that were completed/finished or were active in the last 5 years in the Public Sector (in particular for Health and Human Services). This includes all engagements where the Vendor was providing M&O support services and/or providing services to implement application enhancements.

Instructions: Provide a listing and contact information for all support services contracts in the last five (5) years. Denote any that are pending litigation or have been terminated for cause or convenience. Provide the same information for each subcontractor, associated company, consultant and entity that will be involved in any phase of this engagement. Duplicate the table for each entity in the Proposal. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

The following table demonstrates 19 of our ISS engagements completed or active within the last 5 years. Of note, 16 of 19 are ongoing Maintenance & Operations engagements. The qualifications in T3 are a subset of this table with additional details of our services that align tightly with the services that DHS is requesting in the RFP.

Table 3. ISS Engagements Completed or Active in the Last Five (5) Years

REF #	ENGAGEMENT NAME	CUSTOMER NAME	CUSTOMER CONTACT	PROJECT DURATION	BUSINESS DISPUTE?
1	State of Montana, Integrated Eligibility System	Justyn Katsilas Bureau Chief, Project Management Bureau	2827 Airport Road Helena, MT 59601 Phone: +1 406 444 0647 Email: jkatsilas@mt.gov	January 2011 – Ongoing	YES ☐ NO ☒
2	State of Wyoming, Integrated Eligibility System	Jan Stall	State of Wyoming, Wyoming Department of Health (WDH) 6101 Yellowstone Road, Suite 259D Cheyenne, WY 82002 Phone: +1 307 777 5472 Email: jan.stall@wyo.gov	July 2016 - Ongoing	YES ☐ NO ☒

REF #	ENGAGEMENT NAME	CUSTOMER NAME	CUSTOMER CONTACT	PROJECT DURATION	BUSINESS DISPUTE?
3	State of Texas, Integrated Eligibility System	Cliff Luckey	State of Texas, Texas Health and Human Services Commission 1609 Centre Creek Drive Austin, TX. 78754 Phone: +1 512 997 4212 Email: Cliff.Luckey@hhsc.state.tx.us	August 2007-Ongoing	**YES** ☐ **NO** ☒
4	State of Colorado, Integrated Eligibility System	Bill Stevens	State of Colorado – Colorado Benefits Management System (CBMS) 639 E. 18th Avenue, Suite 200 Denver, CO 80203 Phone: +1 303 764 7630 Email: Bill.stevens@state.co.us	December 2008-Ongoing	**YES** ☐ **NO** ☒
5	State of Florida, Department of Children and Families Integrated Eligibility System	Kit Goodner Applications Director (Acting)	1317 Winewood Blvd, BLDG 6 Tallahassee, FL 32399 Phone:+1 850 320 9191 Mobile: +1 850 363 2574 Email: Kit.Goodner@myflfamilies.com	March 2006 - Ongoing	**YES** ☐ **NO** ☒
6	State of Georgia, Integrated Eligibility System	Jon Anderson Deputy Director, Division of Family and Children Services	2 Peachtree Street, STE 21 Atlanta, GA 30303 Phone: +1 404 657 3700 Mobile: +1 404 596 9562 Email: jon.anderson@dhs.ga.gov	July 2014 – Ongoing	**YES** ☐ **NO** ☒

REF #	ENGAGEMENT NAME	CUSTOMER NAME	CUSTOMER CONTACT	PROJECT DURATION	BUSINESS DISPUTE?
7	State of Nevada, Integrated Eligibility System	David Texeira Chief, Division of Welfare and Supportive Services	1470 E College Pkwy Carson City, NV 89706 Phone: +1 775 684 0540 Email: Texeira@dwss.nv.gov	July 2012 – Ongoing	**YES** ☐ **NO** ☒
8	Commonwealth of Pennsylvania, Integrated Eligibility System	Clifton Van Scyoc	Commonwealth of Pennsylvania – Department of Human Services DGS Annex Complex Willow Oak Building 1006 Hemlock Drive Harrisburg, PA 17105 Phone: +1 717 772 6469 Email: cvanscyoc@pa.gov	Apr 2012 – Ongoing	**YES** ☐ **NO** ☒
9	State of California, Child Support Project	Anthony Blue Branch Chief, California Department of Child Support Services	California Department of Child Support Services 11120 International Drive, Rancho Cordova, CA 95670 Phone: +1 916 464 5299 Email: Anthony.Blue@dcss.ca.gov	May 2011-Ongoing	**YES** ☐ **NO** ☒
10	Commonwealth of Kentucky, Integrated Eligibility and Childcare System	Jennifer Harp Deputy Executive Director,Cabinet for Health and Family Services	Commonwealth of Kentucky, Cabinet for Health and Family Services (CHFS) Office of Administrative and Technology Services 275 E Main St Frankfort KY – 40621 Phone: +1 502 564 0105 Ext 2076 Email: Jennifer.Harp@ky.gov	October 2012 – Ongoing	**YES** ☐ **NO** ☒

REF #	ENGAGEMENT NAME	CUSTOMER NAME	CUSTOMER CONTACT	PROJECT DURATION	BUSINESS DISPUTE?
11	State of New Hampshire, Integrated Eligibility System – New HEIGHTS M&O, NH EASY	Laurie Snow New HEIGHTS Project Manager, New Hampshire Department of Health and Human Services	7 Eagle Square, Suite 101 Concord, NH 03301 Phone: +1 603 227 0326 Email: lsnow@dhhs.state.nh.us	October 1996 – Ongoing	**YES** ☐ **NO** ☒
12	State of New Mexico, Integrated Eligibility System	Sean Pearson Deputy Cabinet Secretary, New Mexico Human Services Department	2009 S Pacheco Street Santa Fe, NM 87505 Phone: +1 505 827 1312 Email: sean.pearson@state.nm.us	September 2011 - Ongoing	**YES** ☐ **NO** ☒
13	State of Wisconsin, Integrated Eligibility System	Jennifer Mueller	State of Wisconsin, Department of Health Services 1 W Wilson Madison, WI 53703 Phone: +1 608 267 3371 Email: JenniferM.Mueller@dhs.wisconsin.gov	March 1992 - Ongoing	**YES** ☐ **NO** ☒
14	State of Delaware, Integrated Eligibility System	Mark Rothwell Manager of Strategic Information Systems Projects, Delaware Department of Health and Social Services	1901 North Dupont Highway, Biggs Building New Castle, DE 19720 Phone: +1 302 255 9161 Mobile: +1 302 593 9939 Email: Mark.Rothwell@state.de.us	August 2012 - Ongoing	**YES** ☐ **NO** ☒
15	State of Texas, DMV Project (BI and Mainframe Automated Refactoring)	Eric Obermier	Texas Department of Motor Vehicles 4000 Jackson Avenue Austin, Texas 78731 Phone: +1 512 465 4040 Email: Eric.Obermier@txdmv.gov	Aug 2013 – Nov 2016	**YES** ☐ **NO** ☒

REF #	ENGAGEMENT NAME	CUSTOMER NAME	CUSTOMER CONTACT	PROJECT DURATION	BUSINESS DISPUTE?
16	State of Georgia, Governor's Office of Student Achievement (GOSA) EDW/BI Project	Jackie Lundberg	Governor's Office of Student Achievement (GOSA) 205 Jesse Hill Jr Dr SE, Atlanta, GA 30334 Phone: +1 404 463 3209 Email: jlundberg@georgia.gov	Jan 2012 – Nov 2012	**YES** ☐ **NO** ☒
17	Commonwealth of Virginia, Childcare System	Dottie Wells	Virginia Department of Social Services (VDSS), State of Virginia 801 East Main Street, Richmond VA 23219-2901 Phone: +1 804 726 7639 Email: dottie.wells@dss.virginia.gov	May 2010 - Ongoing	**YES** ☐ **NO** ☒
18	Washington DC, Child Welfare System	Spencer Wilder	DC Child and Family Services Agency (CFSA) 200 I Street SE; Room 3415 Washington, DC 20003 Phone: +1 202 434 0025 Email: Spencer.Wilder@dc.gov	January 1999 - Ongoing	**YES** ☐ **NO** ☒
19	State of Washington, Child Welfare Mobile Project	Anne Hunt Sr. Project Manager, Washington State DSHS Children's Administration	Phone: +1 360 412 3930 Email: hutnat1@ dshs.wa.gov	04/26/16 – 11/3/16	**YES** ☐ **NO** ☒

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2.4 Vendor's Work Locations

The Vendor Key Project Personnel associated with the ISS engagement must be available to participate in-person for project-related meetings as scheduled by DHS during normal business hours, Monday through Friday 8:00 a.m. to 5:00 p.m. CST, except Federal, State and local holidays.

At no time shall the Vendor maintain, use, transmit, or cause to be transmitted information governed by privacy laws and regulations outside of the United States and its territories.

Instructions: Describe the locations where the Vendor proposes performing work associated with this RFP. Indicate the site(s) from which the Vendor will perform the relevant tasks identified in this Proposal. If the site(s) for a specific task changes during the Contract term, provide a timeline reflecting where the task will be performed during each time period.

Specifically identify where the Key Project Personnel identified in the RFP will be physically located for the duration of the Contract.

For each of the deliverables identified in the RFP, provide the percentage of work to be done in the State.

Close collaboration and easy communication with DHS is an integral factor for success on ISS. Deloitte will perform all work related to this RFP in Little Rock. Upon contract award, Deloitte will locate office space in Little Rock to maximize in-person communication throughout the ISS engagement. In the interim, we have pre-selected potential locations at 200 and 400 West Capitol Avenue in Little Rock, .2 miles from DHS. Our team is available Monday through Friday 8:00 a.m. to 5:00 p.m. for in person meetings for efficient and effective communication to keep the project moving forward. We do not anticipate the project location changing during the contract term. When project needs require close and prolonged collaboration, DHS staff will have immediate access to Deloitte leadership and project team via touchdown spots located within our facility. Please refer to the *Approach to Transition* section in *Template T-7* for additional facilities information.

Location of Key Personnel

Key Personnel Name	Role	Location
Sanjeev Sethi	Engagement Director	Little Rock, Arkansas
Jay Waller	Engagement Manager	Little Rock, Arkansas
Nick Jivani	Security Expert	Little Rock, Arkansas
Jeff Hach	Operations Lead	Little Rock, Arkansas
Ashok Hameermul	Technical Lead	Little Rock, Arkansas

Figure 2-7. Location of Key Personnel.

Percentage of Work to be completed in Arkansas

Task	Deliverable	Percent Completed in Arkansas
Task 1 – ISS Transition Planning	ISS Applications M&O Transition Plan	100%
Task 2 - ISS Transition Planning Transition Services	Transition Status report	100%
	Assessment Report	100%
	Applications M&O Plan	100%
	Completed Applications M&O Readiness Checklist	100%
Task 3 - Provide M&O Services, Report Status and Assure Quality	Monthly Status Report and Service Level Requirement Reporting (15 Core Applications)	100%
	Monthly Status Report and Service Level Requirement Reporting (Non-Core Applications)	100%
Task 4 - Implement Enhancements (Application Development)	Enhancement Requirements and Cost Estimates	100%
	Completed Enhancement Check-List	100%
Task 5 - Support DHS' Business Intelligence, Analytics and Reporting Needs	Business Intelligence and Reporting Support	100%
Task 6 - Providing of Additional As-Needed Services	Milestone Completion	100%
Task 7 - Turn-Over M&O Services	M&O Turn-Over Plan	100%
	M&O Turn-Over Assessment Report	100%
Task 8 - ISS IT Operations Processes (Optional Deliverable)	IT Operations Support Transition Plan	100%
	Completed IT Operations Support Checklist	IT Operations Services has not been accounted for in our facilities planning. As and when these services are defined, we will co-locate our staff with DIS staff.
	Monthly Status Report and Service Level Requirement Reporting (Non-Core Applications)	
	Help Desk Services	
	IT Operations Support Turn-Over Plan	
	IT Operations Support Turn-Over Assessment Report	

Figure 2-8. Percentage of Work to be Completed in Arkansas.

2.5 Existing Business Relationships with the State of Arkansas

Instructions: Describe any existing or recent (within the last five (5) years) business relationships the Vendor or any of its affiliates and proposed subcontractors has with the State.

In November of 2015, Deloitte contracted with Arkansas to provide a Software as a Service along with Operation Support Services to facilitate processing of 1095-B data incoming from State Agencies, 1095-B form generation and IRS reporting capabilities in accordance with IRS timelines. The Affordable Care Act provides that individuals must either have health insurance coverage throughout the year, qualify for an exemption, or make an individual shared responsibility payment when filing their taxes. IRS Form 1095B reports information about individuals who are covered by minimum essential health coverage and therefore are not required to make a payment.

Deloitte's 1095-B solution provided Arkansas with comprehensive support of stakeholders and data processing throughout the lifecycle of the 1095-B. The solution provides for a Contact Center Module to facilitate staff updates and data/form retrieval. Additionally, a Self Service Option is available for citizens to authenticate themselves and retrieve a copy of their own 1095-B form. All of Arkansas' over one million 1095-Bs for the tax year 2015 were mailed and IRS reporting was completed in accordance with IRS timeframes.

2.6 Business Disputes

Instructions: Provide details of any disciplinary actions and denote any that are pending litigation or Terminated for Cause or Convenience and associated reasons. Also denote any other administrative actions taken by any jurisdiction or person against the Vendor. List and summarize all judicial or administrative proceedings involving sourcing activities, claims of unlawful employment discrimination and anti-trust suits in which the Vendor has been a party within the last five (5) years. If the Vendor is a subsidiary, submit information for all parent companies. If the Vendor uses subcontractors, associated companies and consultants that will be involved in any phase of this engagement, provide the same information for each of these entities.

Deloitte Consulting can confirm that there has been no determination by a court or independent evaluator that we have defaulted on any contract in our state and local practice thereby impacting our ability to continue serving our state and local clients as we have for over 40 years.

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3.0 Financial Stability

3.1 Dun & Bradstreet Ratings

The Vendor should provide the industry standard Dun & Bradstreet (D&B) Ratings that indicates the firm's financial strength and creditworthiness, assigned to most US and Canadian firms (and some firms of other nationalities) by the US firm D&B. These ratings are based on a firm's worth and composite credit appraisal. Additional information is given in credit reports (published by D&B) that contain the firm's financial statements and credit payment history. Additional information may be requested regarding financial stability for the Vendor and any subcontractors proposed.

Instructions: Provide a D&B Ratings report.

On the following pages, we have provided a copy of our latest Dun & Bradstreet financial report to provide additional information regarding our financial stability.

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DELOITTE CONSULTING LLP

D-U-N-S® 00-256-3455 | Headquarters(Subsidiary) 30 Rockefeller Plz, New York, NY 10112 | Phone 212 492-4000 | Fax 212-492-4743

Comprehensive Report

Purchase Date: 11/28/2016
Last Update Date: 11/17/2016
Attention: jwasserman@deloitte.com

Executive Summary

Company Info

Year Started	2000	Employees	6,535
Control Year	2000	Employees Here	5,100 at this location
CEO	JIM MOFFATT, CEO	Trade Styles	(SUBSIDIARY OF DELOITTE LLP, NEW YORK, NY); DELOITTE

D&B Rating

D&B Rating **1R4**

Composite Credit Appraisal

D&B PAYDEX®

Up to 24 month D&B PAYDEX

Up to 3 month D&B PAYDEX

Predictive Analytics

Financial Stress Class

The Financial Stress Class of 4 for this company shows that firms with this class had a failure rate of 0.84% (84 per 10,000).

Financial Stress Class	4
Financial Stress Score	1,411
Highest Risk	1,001
Lowest Risk	1,875

Credit Score Class

The Credit Score class of 4 for this company shows that 9.40% of firms with this classification paid one or more bills severely delinquent.

Credit Score Class	4
Credit Score	453
Highest Risk	101
Lowest Risk	670

Credit Limit Recommendation

D&B Viability Rating

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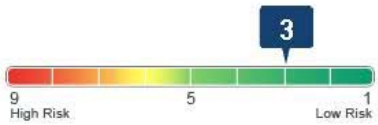
Risk Category

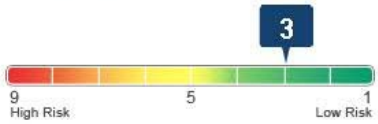
Conservative Credit Limit	$100,000
Aggressive Credit Limit	$400,000

D&B Viability Rating **3 3 B Z**

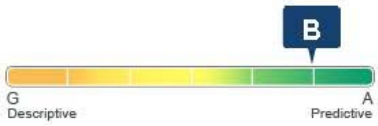
3 — Viability Score



3 — Portfolio Comparison



B — Data Depth Indicator



Z — Company Profile

Subsidiary

Business Information

Business Summary

Branch & Division	YES
Financing	SECURED
SIC	8742 Management consulting services
NAICS	541611 Administrative Management and General Management Consulting Services
History Status	CLEAR

Credit Capacity Summary

D&B Rating **1R4**

Composite Credit Appraisal

Prior D&B Rating	1R4
Rating Date	08/18/2014

Payment Activity (based on 100 experiences)	USD
Average High Credit	$105,606
Highest Credit	3,000,000
Total Highest Credit	6,657,900

D&B Viability Rating

The D&B Viability Rating uses D&B's proprietary analytics to compare the most predictive business risk indicators and deliver a highly reliable assessment of the probability that a company will no longer be in business within the next 12 months.

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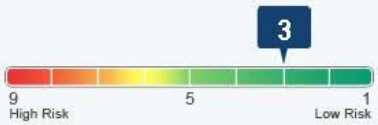
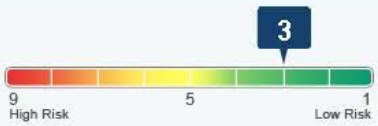
3 **Viability Score**



Compared to All US Businesses within D&B Database:

- Level of risk: **Low Risk**
- Businesses ranked 3 have a probability of becoming no longer viable: **3%**
- Percentage of businesses ranked 3: **15%**
- Across all US businesses, the average probability of becoming no longer viable: **14%**

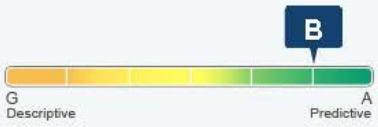
3 **Portfolio Comparison**



Compared to all Businesses within the same MODEL SEGMENT:
Model Segment: **Established Trade Payments**

- Level of risk: **Low Risk**
- Businesses ranked 3 within this model segment have a probability of becoming no longer viable: **3%**
- Percentage of businesses ranked 3 within this model segment: **11%**
- Within this model segment, the average probability of becoming no longer viable: **5%**

B **Data Depth Indicator**



Data Depth Indicator Details:

- ✓ Rich Firmographics
- ✓ Extensive Commercial Trading Activity
- ✓ Basic Financial Attributes

Greater data depth can increase the precision of the D&B Viability Rating assessment.
You have the ability to influence the confidence of the viability assessment by asking the business to report more information to D&B at https://iupdate.dnb.com/iUpdate/

Z **Company Profile**

Subsidiary

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Business History

Officers	JIM MOFFATT, CEO
Directors	THE OFFICER(S)

As of 11/17/2016

The Delaware Secretary of State's business registrations file showed that Deloitte Consulting LLP was registered as a Limited Liability Partnership on February 29, 1996, under the file registration number 2598031.

Business started 2000.

RECENT EVENTS:

On June 28, 2016, an inside source stated that Deloitte Consulting LLP, New York, NY, has acquired Casey, Quirk & Associates LLC, Darien, CT, on June 20, 2016. With the acquisition, Casey, Quirk & Associates LLC has ceased to exist as a legal operating entity, and the location will now operate as a branch of Deloitte Consulting LLP. Terms of the deal were not disclosed. Further details are unavailable.

On April 13, 2016, sources stated that Deloitte Consulting LLP, New York, NY, has acquired substantially all of the assets of HVSF Transition, LLC, San Francisco, CA, formerly known as Heat Ventures LLC, on February 29, 2016. With the acquisition, HVSF Transition, LLC will now operate as a subsidiary of Deloitte Consulting LLP. Terms of the deal were not disclosed. Employees and management were retained. Further details are unavailable.

On November 7, 2013, sources stated that Deloitte Consulting LLP, New York, NY, has acquired substantially all of the assets of Banyan Branch Inc., Seattle, WA, on October 20, 2013. With the acquisition, Banyan Branch Inc. will no longer be a legal operating entity and operations were integrated into Deloitte Consulting LLP. Deloitte Digital group will completely absorb the Banyan brand, as well as its 50 employees. Terms of the transaction were not disclosed. Further details are unavailable.

On January 21, 2013, sources stated that Deloitte Consulting LLP, New York, NY, has acquired substantially all of the business of Monitor Company Group GP LLC, Cambridge, MA, on January 14, 2013. Repeated attempts to contact the management to confirm the recent transaction were unsuccessful. Further details are unavailable.

On January 9, 2013, sources stated that Deloitte Consulting LLP, New York, NY, has completed the acquisition of substantially all of the assets of Bersin & Associates LLC, Oakland, CA, on January 3, 2013. With the acquisition, Bersin & Associates LLC will cease operations and will now operate as a branch of Deloitte Consulting LLP under the name Bersin by Deloitte. Financial terms were not disclosed. Further details are unavailable.

On October 25, 2012, sources stated that the US subsidiary of international business process outsourcing firm Hinduja Global Solutions, India, has acquired the Healthcare Revenue Cycle Outsourcing Business from Deloitte Consulting LLP, New York, NY, on September 17, 2012. Repeated attempts to contact the management to confirm the recent transaction were unsuccessful. Further details are unavailable.

On April 17, 2009, sources stated that Deloitte LLP, New York, NY, completed the acquisition of substantially all of the assets of Solbourne Computer, Inc., Boulder, CO, on July 17, 2008. With this transaction, Solbourne Computer, Inc. discontinued its business and operations of Solbourne Computer, Inc. were integrated into Deloitte Consulting LLP., New York, NY, a subsidiary of Deloitte LLP. No operations will remain at the previous location of Solbourne Computer, Inc. Employees and management of Solbourne Computer, Inc. have joined Deloitte Consulting LLP. Further details unavailable.

On December 13, 2007, an inside source at Deloitte Consulting L.L.P., New York, NY, stated that Deloitte Consulting acquired the assets of Xcelicor, Inc., Tampa, FL. The Tampa, FL office now operates as a branch of Deloitte Consulting L.L.P. All of the employees and management were retained.

Although this company operates as a Limited Liability Partnership, the members have elected to use officer titles to denote areas of responsibility.

JIM MOFFATT. Currently national managing director for the Deloitte Consulting clients and industries group as well as a member of the Deloitte Consulting Executive Committee; Deloitte Consulting Board of Directors; and Deloitte LLP Board of Directors.

Business address has changed from 1633 Broadway, New York, NY, 10019 to 30 Rockefeller Plz, New York, NY, 10112.

Business Registration

CORPORATE AND BUSINESS REGISTRATIONS REPORTED BY THE SECRETARY OF STATE OR OTHER OFFICIAL SOURCE AS OF May 19 2012:

Registered Name	DELOITTE CONSULTING LLP	Registration ID	2598031	Filing Date	02/29/1996
Business Type	GENERAL PARTNERSHIP (GP)	Status	STATUS NOT AVAILABLE	Registered Agent	CORPORATION SERVICE COMPANY 2711 CENTERVILLE ROAD SUITE 400, WILMINGTON, DE 198080000
State of Incorporation	DELAWARE	Where Filed	SECRETARY OF STATE/CORPORATIONS DIVISION , DOVER , DE		

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Government Activity Summary

Activity Summary	
Borrower	No
Administrative Debt	No
Grantee	No
Party Excluded from Federal Programs	No
Public Company	N/A
Contractor	No
Importer/Exporter	N/A

Possible candidate for socioeconomic program consideration	
Labor Surplus Area	N/A
Small Business	N/A
Women Owned	N/A
Minority Owned	N/A

The details provided in the Government Activity section are as reported to Dun & Bradstreet by the federal government and other sources.

Operations Data

As of 11/17/2016

Description:	Subsidiary of Deloitte LLP, New York, NY which operates as a provider of management consulting services and accounting, auditing and bookkeeping services. As noted, this company is a subsidiary of Deloitte LLP, DUNS #01-412-7109, and reference is made to that report for background information on the parent company and its management. Provides management consulting services, specializing in finance (100%). Terms are undetermined. Sells to commercial concerns. Territory : International. Nonseasonal.
Employees:	6,535 which includes officer(s). 5,100 employed here.
Facilities:	Occupies premises in a building.
Global Activity:	The following section is a global summary and is intended to assist D&Bs non-U.S. customers when evaluating D&B reports on U.S. companies.
Import/Export:	No major countries of export reported.

Special Events

As of 11/17/2016
MERGER/ACQUISITION: According to published reports on December 8, 2015, Deloitte, DUNS 002563455, (New York, NY) announced that it has acquired substantially all the assets of Casey Quirk, DUNS 110778565, (Darien, CT). Terms of the deal were not disclosed.

Industry Data

SIC

Code	Description
87429908	Financial consultant

NAICS

Code	Description
541611	Administrative Management and General Management Consulting Services

Family Tree

Parent

DELOITTE LLP
(D-U-N-S®:01-412-7109)
30 ROCKEFELLER PLZ,
NEW YORK, NY 10112-0015

Branches Domestic

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DELOITTE CONSULTING LLP (D-U-N-S®:01-912-1586) AKA: DELOITTE 1919 N LYNN ST, ARLINGTON, VA 22209-1742	DELOITTE CONSULTING LLP (D-U-N-S®:01-988-3300) 220 E MONUMENT AVE, DAYTON, OH 45402-1287	DELOITTE CONSULTING LLP (D-U-N-S®:01-987-7799) 2908 THOMAS DR, PANAMA CITY, FL 32408-6233	DELOITTE CONSULTING LLP (D-U-N-S®:01-987-8284) 2114 AIRPORT BLVD STE 1500, PENSACOLA, FL 32504-5910	DELOITTE CONSULTING LLP (D-U-N-S®:02-621-0091) 1 PPG PL STE 2600, PITTSBURGH, PA 15222-5419
DELOITTE CONSULTING L.L.P.; (D-U-N-S®:03-564-4769) 695 TOWN CENTER DR STE 1200, COSTA MESA, CA 92626-7188	DELOITTE CONSULTING LLP (D-U-N-S®:03-805-2994) 200 BERKELEY ST, BOSTON, MA 02116-5022	DELOITTE CONSULTING LLP (D-U-N-S®:11-872-8943) NEW YORK, NY 10019	DELOITTE CONSULTING LLP (D-U-N-S®:12-258-5263) 2 BRAXTON WAY, GLEN MILLS, PA 19342-2379	DELOITTE CONSULTING LLP (D-U-N-S®:13-319-4774) 400 W 15TH ST STE 1700, AUSTIN, TX 78701-1678
DELOITTE CONSULTING LLP (D-U-N-S®:13-620-4760) 14100 SAN PEDRO AVE STE 700, SAN ANTONIO, TX 78232-4376	DELOITTE CONSULTING LLP (D-U-N-S®:13-676-5869) 111 S WACKER DR STE 1200, CHICAGO, IL 60606-4303	DELOITTE CONSULTING LLP (D-U-N-S®:14-874-8879) HOUSTON, TX 77002	DELOITTE CONSULTING LLP (D-U-N-S®:60-339-8574) 925 4TH AVE STE 3300, SEATTLE, WA 98104-1126	DELOITTE CONSULTING LLP (D-U-N-S®:78-798-1237) 500 COLLEGE RD E STE 300, PRINCETON, NJ 08540-6635
DELOITTE CONSULTING LLP (D-U-N-S®:04-789-1135) 1725 DUKE ST STE 700, ALEXANDRIA, VA 22314-3470	DELOITTE CONSULTING LLP (D-U-N-S®:00-865-5620) 350 S GRAND AVE STE 200, LOS ANGELES, CA 90071-3469	DELOITTE CONSULTING LLP (D-U-N-S®:82-968-7883) 695 TOWN CENTER DR STE 1200, COSTA MESA, CA 92626-7188	DELOITTE CONSULTING LLP (D-U-N-S®:82-888-1594) 1750 TYSONS BLVD STE 800, MC LEAN, VA 22102-4220	DELOITTE CONSULTING LLP (D-U-N-S®:79-565-6763) 1203 GOVERNORS SQUARE BLVD, TALLAHASSEE, FL 32301-2994
DELOITTE CONSULTING LLP (D-U-N-S®:80-891-2500) 1 BRAXTON WAY, GLEN MILLS, PA 19342-2293	DELOITTE CONSULTING LLP (D-U-N-S®:01-918-9004) 1750 TYSONS BLVD STE 800, MC LEAN, VA 22102-4220	DELOITTE CONSULTING LLP (D-U-N-S®:83-276-3663) 22454 THREE NOTCH RD STE 202, LEXINGTON PARK, MD 20653-2054	DELOITTE CONSULTING LLP (D-U-N-S®:83-262-2653) 4301 FAIRFAX DR STE 210, ARLINGTON, VA 22203-1633	DELOITTE CONSULTING LLP (D-U-N-S®:83-266-5629) AKA: DELOITTE SERVICES 1750 TYSONS BLVD STE 800, MC LEAN, VA 22102-4220

Subsidiaries Domestic

MONITOR COMPANY GROUP GP LLC; (D-U-N-S®:10-676-8153) AKA: MONITOR GROUP 140 BRADFORD DR STE A, WEST BERLIN, NJ 08091-9216	DELOITTE CONSULTING PRODUCT SERVICES LLC; (D-U-N-S®:62-512-1897) 4022 SELLS DR, HERMITAGE, TN 37076-2903	HVSF TRANSITION, LLC (D-U-N-S®:94-284-7849) AKA: HEAT 1100 SANSOME ST, SAN FRANCISCO, CA 94111-1205	DELOITTE CONSULTING EXTENDED BUSINESS SERVICES LLC; (D-U-N-S®:80-792-9919) 4301 FAIRFAX DR STE 210, ARLINGTON, VA 22203-1633	DELOITTE CONSULTING OVERSEAS PROJECTS LLC; (D-U-N-S®:07-974-9236) AKA: DCOP 1919 N LYNN ST, ARLINGTON, VA 22209-1742

Subsidiaries Global

DELOITTE CONSULTING LIMITED; (D-U-N-S®:53-399-7002) DELOITTE PLACE, MRIEHEL BYPASS, MRIEHEL, BIRKIRKARA, BKR3000, MT				

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Affiliates Domestic

DELOITTE & TOUCHE LLP (D-U-N-S®:00-166-4820) 30 ROCKEFELLER PLZ, NEW YORK, NY 10112-0015	DELOITTE TAX LLP (D-U-N-S®:16-816-5327) 30 ROCKEFELLER PLZ, NEW YORK, NY 10112-0015	ALTOS MANAGEMENT PARTNERS, INC.; (D-U-N-S®:17-681-8672) 334 STATE ST STE 204, LOS ALTOS, CA 94022-2802	DELOITTE FINANCIAL ADVISORY SERVICES LLP; (D-U-N-S®:60-379-5159) AKA: DELOITTE 30 ROCKEFELLER PLZ, NEW YORK, NY 10112-0015	DELOITTE CONSULTING (HOLDING SUB) LLC; (D-U-N-S®:11-896-8036) 600 RENAISSANCE CTR STE 900, DETROIT, MI 48243-1807
DELOITTE CONSULTING (GLOBAL) LLC; (D-U-N-S®:82-998-1914) 1633 BROADWAY, NEW YORK, NY 10019-6708	UBERMIND, INC. (D-U-N-S®:01-570-9293) AKA: UBERMIND FUELED BY DELOITTE 837 N 34TH ST STE 100, SEATTLE, WA 98103-8965	DELOITTE SERVICES LP (D-U-N-S®:82-546-0145) 1633 BROADWAY, NEW YORK, NY 10019-6708		

Affiliates Global

DC Outsourcing Netherlands B.V.; (D-U-N-S®:40-575-1475) Herikerbergweg 238, Amsterdam Zuidoost, 1101 CM, NL	DELOITTE & TOUCHE (D-U-N-S®:53-529-9952) Plot 2374 Thabo Mbeki Road, LUSAKA, 10101, ZM	DELOITTE (D-U-N-S®:55-991-8520) Raffles Tower, 19 Cybercity, Ebene, 72201, MU	DELOITTE TOUCHE BUSINESS & TAX CONSULTANT; (D-U-N-S®:72-646-6261) Wisma Antara, Jl. Medan Merdeka Slt 17, - -, 10110, ID	Deloitte Inc. (D-U-N-S®:85-374-8528) Costa del Este,, Edificio Capital Plaza, Piso 7, PANAMA CITY, PA
DELOITTE & TOUCHE LLP (D-U-N-S®:85-502-4428) 361 SOUTH MARINE CORPS DRIVE, TAMUNING 96913-3911, GU	Deloitte Ltd (D-U-N-S®:87-565-0277) AKA: DTTL Corner House 20, 20 Parliament Street, HAMILTON, HM 12, BM	DELOITTE CORPORATE FINANCE S.A.C.; (D-U-N-S®:93-432-3378) AKA: DELOITTE CORPORATE FINANCE SAC Calle LAS BEGONIAS No 441 KM. MZ. DPTO. LOTE, LIMA, 27, PE	FUNDACION DELOITTE (D-U-N-S®:93-510-0439) Calle Las Begonias 441 Piso 6, San Isidro, LIMA, 27, PE	Deloitte & Touche Ecuador Cia. Ltda.; (D-U-N-S®:93-510-4653) AKA: Deloitte Av Amazonas N 3517, Y calle Juan Pablo Sanz, QUITO, EC

This list is limited to the first 25 branches, subsidiaries, divisions and affiliates, both domestic and international. Please use the Global Family Linkage Link above to view the full listing.

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Financial Statements

Key Business Ratios (Based on 29 establishments)

D&B has been unable to obtain sufficient financial information from this company to calculate business ratios. Our check of additional outside sources also found no information available on its financial performance.To help you in this instance, ratios for other firms in the same industry are provided below to support your analysis of this business.

	This Business	Industry Median	Industry Quartile
Profitability			
Return on Sales	UN	4.5	UN
Return on Net Worth	UN	10.2	UN
Short Term Solvency			
Current Ratio	UN	1.8	UN
Quick Ratio	UN	1.3	UN
Efficiency			
Assets Sales	UN	102.8	UN
Sales / Net Working Capital	UN	4.5	UN
Utilization			
Total Liabs / Net Worth	UN	94.2	UN

Most Recent Financial Statement

As of 11/17/2016

D&B has updated this report using available sources.

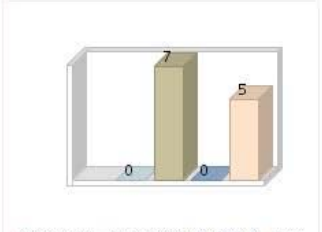
Indicators

Public Filings Summary

The following data includes both open and closed filings found in D&B's database on this company

Record Type	No. of Records	Most Recent Filing Date
Judgment	0	
Lien	7	09/27/2016
Suit	0	
UCC	5	07/12/2016

Public Filings



The following Public Filing data is for information purposes only and is not the official record. Certified copies can only be obtained from the official source.

Full Filings

Liens

Amount	$6,435	Latest Info Received	11/03/2016
Status	Open	Type	State Tax
Where Filed	SECRETARY OF STATE/UCC DIVISION, SACRAMENTO, CA		

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Filed By	EMPLOYMENT DEVELOPMENT DEPARTMENT		
against	DELOITTE CONSULTING LLP, COSTA MESA, CA AND OTHERS	Date Filed	09/27/2016
		FILING NO.	16-7548255952

Amount	$6,425	Latest Info Received	10/14/2016
Status	Open	Type	State Tax
Where Filed	ORANGE COUNTY RECORDER OF DEEDS, SANTA ANA, CA	Status Attained	09/13/2016
Filed By	CA EMPLOYMENT DEVELOPMENT DEPARTMENT	Date Filed	09/13/2016
against	DELOITTE CONSULTING LLP, COSTA MESA, CA AND OTHERS	CASE NO.	2016000440453

Amount	$6,691	Latest Info Received	08/14/2016
Status	Open	Type	State Tax
Where Filed	SECRETARY OF STATE/UCC DIVISION, SACRAMENTO, CA	Status Attained	07/01/2016
Filed By	EMPLOYMENT DEVELOPMENT DEPARTMENT	Date Filed	07/01/2016
against	DELOITTE CONSULTING LLP, COSTA MESA, CA AND OTHERS	FILING NO.	16-7534027762

Amount	$6,676	Latest Info Received	07/08/2016
Status	Open	Type	State Tax
Where Filed	ORANGE COUNTY RECORDER OF DEEDS, SANTA ANA, CA	Status Attained	06/14/2016
Filed By	CA EMPLOYMENT DEVELOPMENT DEPARTMENT	Date Filed	06/14/2016
against	DELOITTE CONSULTING LLP, COSTA MESA, CA AND OTHERS	CASE NO.	2016000268986

Amount	$3,047	Latest Info Received	06/15/2016
Status	Open	Type	State Tax
Where Filed	ORANGE COUNTY RECORDER OF DEEDS, SANTA ANA, CA	Status Attained	05/20/2016
Filed By	CA EMPLOYMENT DEVELOPMENT DEPARTMENT	Date Filed	05/20/2016
against	DELOITTE CONSULTING LLP, COSTA MESA, CA AND OTHERS	CASE NO.	2016000228163

Amount	$3,049	Latest Info Received	06/15/2016
Status	Open	Type	State Tax
Where Filed	SECRETARY OF STATE/UCC DIVISION, SACRAMENTO, CA	Status Attained	05/06/2016
Filed By	EMPLOYMENT DEVELOPMENT DEPARTMENT	Date Filed	05/06/2016
against	DELOITTE CONSULTING LLP, COSTA MESA, CA AND OTHERS	FILING NO.	16-7524151769

Amount	$19,507	Latest Info Received	11/08/2013
Status	Open	Type	State Tax
Where Filed	SUFFOLK COUNTY REGISTRY OF DEEDS, BOSTON, MA	Status Attained	10/28/2013
Filed By	STATE OF MA	Date Filed	10/28/2013
against	DELOITTE CONSULTING LLP, BOSTON, MA	BOOK/PAGE	52284/273

A lienholder can file the same lien in more than one filing location. The appearance of multiple liens filed by the same lienholder against a debtor may be indicative of such an occurrence.

UCC Filings

Collateral	Leased Equipment including proceeds and products	Latest Info Received	06/28/2007
Filing No.	0706215606621	Type	Original
Where Filed	SECRETARY OF STATE/UCC DIVISION, ALBANY, NY	Date Filed	06/21/2007
Secured Party	IOS CAPITAL, MACON, GA		

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Collateral	Leased Business machinery/equipment including proceeds and products	Latest Info Received	02/09/2007
Filing No.	0612206228667	Type	Original
Where Filed	SECRETARY OF STATE/UCC DIVISION, ALBANY, NY	Date Filed	12/20/2006
Secured Party	IOS CAPITAL, MACON, GA		
Debtor	DELOITTE & TOUCHE LLP, PITTSBURGH, PA		

Collateral	Leased Computer equipment and proceeds	Latest Info Received	03/24/2006
Filing No.	6064180 3	Type	Original
Where Filed	SECRETARY OF STATE/UCC DIVISION, DOVER, DE	Date Filed	02/23/2006
Secured Party	IBM CREDIT LLC, ARMONK, NY		
Debtor	DELOITTE CONSULTING OUTSOURCING LLC		

Filing No.	20164200513	Latest Info Received	08/09/2016
Where Filed	SECRETARY OF STATE/UCC DIVISION, DOVER, DE	Type	Amendment
Secured Party	STEELCASE FINANCIAL SERVICES INC.	Date Filed	07/12/2016
Debtor	DELOITTE CONSULTING LLP	Original Filing No.	2007 2207701

Filing No.	1500386806	Latest Info Received	12/09/2015
Original UCC Filed Date	12/15/2010	Type	Continuation
Where Filed	SECRETARY OF STATE/UCC DIVISION, AUSTIN, TX	Date Filed	12/08/2015
Secured Party	BANC OF AMERICA LEASING & CAPITAL, LLC, HUNT VALLEY, MD	Original Filing No.	100035788799
Debtor	PLAINS MARKETING, L. P., HOUSTON, TX		

The public record items contained in this report may have been paid, terminated, vacated or released prior to the date this report was printed.
Additional UCC and SLJ filings for this company can be found by conducting a more detailed search in our Public Records Database.

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Commercial Credit Score

Summary

Credit Score Class

4 Credit Score Class

5 High 4 3 Average 2 1 Low

(Moderate to high risk of severe payment delinquency over next 12 months.)

Incidence of Delinquent Payment

Among Companies with This Class	9.40%
Average Compared to All Businesses	10.20%
Credit Score Percentile	11
Credit Score	453
Number of Payment Experiences	100

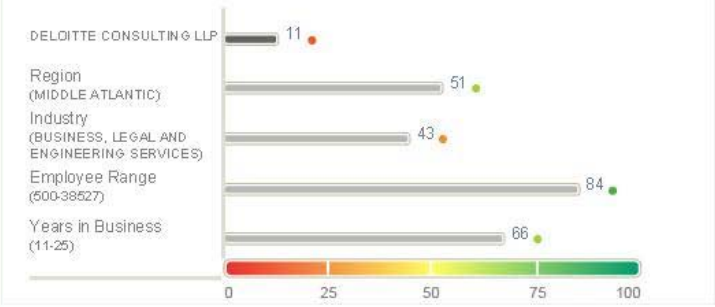
Key Factors

- Proportion of past due balances to total amount owing
- Increase in proportion of delinquent payments in recent payment experiences
- Higher risk industry based on delinquency rates for this industry
- Evidence of open liens
- Proportion of slow payments in recent months

Notes:

- The Credit Score Class indicates that this firm shares some of the same business and payment characteristics of other companies with this classification. It does not mean the firm will necessarily experience delinquency.
- The Incidence of Delinquent Payment is the percentage of companies with this classification that were reported 91 days past due or more by creditors. The calculation of this value is based on D&B's trade payment database.
- The Credit Score Percentile reflects the relative ranking of a firm among all scorable companies in D&B's file.
- The Credit Score offers a more precise measure of the level of risk than the Class and Percentile. It is especially helpful to customers using a scorecard approach to determining overall business performance.

Credit Score Percentile Norms Comparison



- Higher risk than other companies in the same region.
- Higher risk than other companies in the same industry.
- Higher risk than other companies in the same employee size range.
- Higher risk than other companies with a comparable number of years in business.

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Financial Stress Score

Summary

Financial Stress Class

Financial Stress Score Percentile

Financial Stress National Percentile	18
Financial Stress Score	1411
Probability of Failure with This Score	0.84%
Failure per 10K	84/10,000
Average Failure Rate within D&B database	0.48%
Failure per 10K	48/10,000
Number of Payment Experiences	100

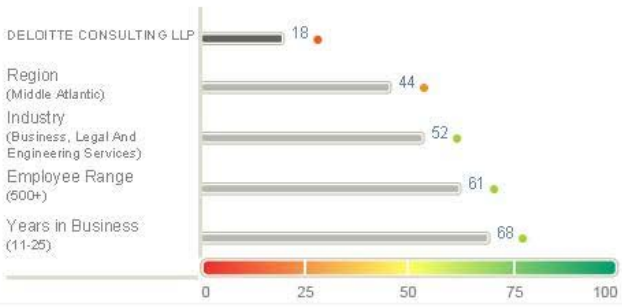
Key Factors

- Low proportion of satisfactory payment experiences to total payment experiences.
- Composite credit appraisal is rated limited.
- UCC Filings reported.
- High number of inquiries to D&B over last 12 months.
- Evidence of open liens
- Unstable Paydex over last 12 months.

Notes:

- The Financial Stress Class indicates that this firm shares some of the same business and financial characteristics of other companies with this classification. It does not mean the firm will necessarily experience financial stress.
- The probability of failure shows the percentage of firms in a given percentile that discontinue operations with loss to creditors. The average probability of failure is based on businesses in D&B's database and is provided for comparative purposes.
- The Financial Stress National Percentile reflects the relative ranking of a company among all scorable companies in D&B's file.
- The Financial Stress Score offers a more precise measure of the level of risk than the Class and Percentile. It is especially helpful to customers using a scorecard approach to determining overall business performance.

Financial Stress Percentile Comparison



- Higher risk than other companies in the same region.
- Higher risk than other companies in the same industry.
- Higher risk than other companies in the same employee size range.
- Higher risk than other companies with a comparable number of years in business.

Advanced Paydex + CLR

D&B PAYDEX®

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Shows the D&B PAYDEX scores as calculated up to 3 months and up to 24 months of payment experiences.

Up to 3 month D&B PAYDEX

When weighted by dollar amount, payments to suppliers average 17 Days Beyond Terms. Based on payments collected over last 3 months.

Up to 24 month D&B PAYDEX

When weighted by dollar amount, payments to suppliers average 9 days beyond terms. Based on payments collected up to 24 months.

When weighted by dollar amount, the industry average is 5 DAYS BEYOND terms.

- High risk of late payment (average 30 to 120 days beyond terms)
- Medium risk of late payment (average 30 days or less beyond terms)
- Low risk of late payment (average prompt to 30+ days sooner)

Payment Trend	unchanged *	Total Payment Experiences for the HQ	100	Highest Now Owing	$900,000
Payments Within Terms	72%	Total Placed for Collection	1	Highest Past Due	$500,000
Average High Credit	$105,606	Largest High Credit	$3,000,000		

* compared to payments three months ago

Credit Limit Recommendation

Risk Category

Recommendation Date	11/28/2016
Conservative Credit Limit	$100,000
Aggressive Credit Limit	$400,000

Key Factor

Risk is assessed using D&B's scoring methodology and is one factor used to create the recommended limits

PAYDEX Yearly Trend

Shows PAYDEX scores of this Business compared to the Primary Industry from each of the last four quarters.
The Primary Industry is Management consulting services, based on SIC code 8742.

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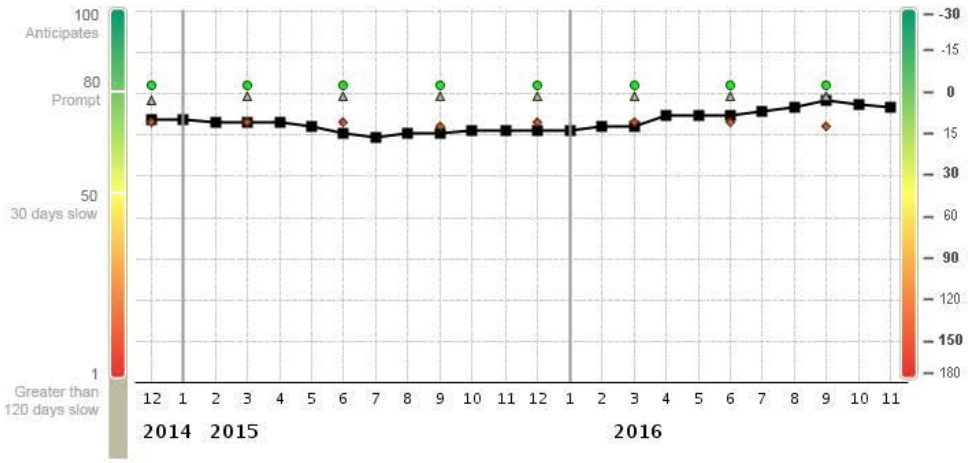

This Business	71	71	70	70	70	69	67	66	67	67	68	68	68	68	69	69	72	72	72	73	74	76	75	74
Industry Quartiles																								
Upper	80			80			80			80			80			80			80			80		
Median	76			77			77			77			77			77			77			77		
Lower	70			70			70			69			70			70			70			69		

Note

- Current PAYDEX® for this Business is 74, or equal to 9 days beyond terms.
- The 24 month high paydex is 76.0, or equal to 6 DAYS BEYOND terms.
- The 24 month low paydex is 66.0, or equal to 19 DAYS BEYOND terms.
- Industry upper quartile represents the performance of the payers in the 75th percentile.
- Industry lower quartile represents the performance of the payers in the 25th percentile.

Payment Habits

Credit Extended	% of Payments Within Terms	No. of Payment Experiences	Total Amount USD
Over $100,000	71%	8	$5,850,000
50,000-100,000	63%	6	415,000
15,000-49,999	93%	10	280,000
5,000-14,999	57%	12	92,500
1,000-4,999	85%	4	8,500
Under 1,000	80%	23	7,200

Based on up to 24 months of payments

Payment Summary

The Payment Summary section reflects payment information in D&B's file as of the date of this report.

There are 100 payment experiences in D&B's file, with 58 experiences reported during the last three month period.
The highest Now Owes on file is $900,000. The highest Past Due on file is $500,000.

All Industries

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Industries	Total Received	Total Amounts	Largest High Credit	Within Terms (%)	Days Slow (%)			
					0-30	31-60	61-90	90+
Short-trm busn credit	12	$1,600,750	$1,000,000	62	31	1	6	0
Telephone communictns	11	224,100	100,000	37	20	0	0	43
Nonclassified	7	3,115,100	3,000,000	100	0	0	0	0
Public finance	5	35,000	15,000	100	0	0	0	0
Radiotelephone commun	5	1,600	500	66	34	0	0	0
Help supply service	3	1,110,000	1,000,000	9	91	0	0	0
Custom programming	2	230,000	200,000	100	0	0	0	0
Prepackaged software	2	140,000	75,000	77	0	23	0	0
Whol computers/softwr	2	65,000	45,000	100	0	0	0	0
Mfg computers	2	12,500	10,000	10	0	0	90	0
Electric services	2	500	250	100	0	0	0	0
Computer system desgn	1	60,000	60,000	50	50	0	0	0
Nonphysical research	1	40,000	40,000	50	0	0	0	50
Truck rental/leasing	1	10,000	10,000	0	50	50	0	0
Mfg refrig/heat equip	1	5,000	5,000	100	0	0	0	0
Employment agency	1	2,500	2,500	100	0	0	0	0
Whol misc profsn eqpt	1	500	500	100	0	0	0	0
Misc business service	1	250	250	0	0	100	0	0
Detective/guard svcs	1	250	250	0	50	50	0	0
Lithographic printing	1	100	100	100	0	0	0	0
Books-print/publish	1	50	50	0	100	0	0	0

Other Payment Categories

Category	Total Received	Total Dollar Amounts	Largest High Credit
Cash experiences	35	$4,650	$750
Payment record unknown	1	50	50
Unfavorable comments	0	0	0
Placed for Collection	1	0	0

Detailed Payment History

Date Reported	Paying Record	High Credit	Now Owes	Past Due	Selling Terms	Last Sale within(months)
November 2016	Ppt	$100,000	$5,000	$5,000	N/A	4-5
	Ppt	45,000	0	0	N/A	6-12
	Ppt	20,000	20,000	0	N/A	1
	Ppt-Slow 30	10,000	10,000	2,500	N/A	1
	Ppt-Slow 90	10,000	2,500	0	N/A	1
	Slow 5	1,000,000	900,000	0	N/A	1
	(007)	50	0	0	Cash account	1
	(008)	50	0	0	Cash account	1
	(009)	50	0	0	Cash account	1
	(010)	50	0	0	Cash account	1
October 2016	Ppt	200,000	95,000	0	N/A	1

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	Ppt	75,000	0	0	N/A	1
	Ppt	75,000	50,000	0	N/A	1
	Ppt	45,000	45,000	0	N/A	1
	Ppt	30,000	25,000	0	N/A	1
	Ppt	30,000	0	0	N/A	6-12
	Ppt	15,000	15,000	0	N/A	1
	Ppt	10,000	0	0	N/A	6-12
	Ppt	5,000	5,000	0	N/A	1
	Ppt	5,000	0	0	N/A	2-3
	Ppt	5,000	5,000	0	N/A	1
	Ppt	2,500	0	0	N30	6-12
	Ppt	750	0	0	N/A	4-5
	Ppt	750	0	0	N/A	4-5
	Ppt	750	0	0	N/A	4-5
	Ppt	500	0	0	N/A	6-12
	Ppt	500	500	0	N/A	1
	Ppt	500	0	0	N/A	6-12
	Ppt	250	0	0	N/A	6-12
	Ppt	250	0	0	N/A	6-12
	Ppt	250	250	0	N/A	1
	Ppt	100	0	0	N/A	1
	Ppt	50	0	0	N/A	6-12
	Ppt-Slow 15	100	0	0	N/A	6-12
	Ppt-Slow 30	1,000,000	800,000	500,000	N/A	1
	Ppt-Slow 60	65,000	0	0	N/A	1
	Ppt-Slow 90	200,000	200,000	90,000	N/A	1
	Ppt-Slow 90	2,500	0	0	N/A	6-12
	Ppt-Slow 180+	40,000	25,000	2,500	N/A	1
	Slow 30-60	10,000	10,000	10,000	N/A	2-3
	Slow 90	10,000	10,000	10,000	N/A	
	(042)	50	0	0	Cash account	1
	(043)	50	0	0	Cash account	1
	(044)	0	0	0	Cash account	1
September 2016	Ppt	500	500	0	N30	1
	Ppt-Slow 90	50	50	50	N/A	6-12
	(047)	100	0	0	Cash account	1
	(048)	100	0	0	Cash account	1
	(049)	100	0	0	Cash account	1
	(050)	100	0	0	Cash account	1
August 2016	(051)	50	0	0	Cash account	1
July 2016	Ppt	7,500	0	0	N/A	1
	Ppt	5,000	0	0	N/A	1
	(054)	0	0	0	Cash account	1
	(055)	100	0	0	Cash account	1
	(056)	100	0	0	Cash account	1
	(057)	50	0	0	Cash account	1
	(058)	50	0	0	Cash account	1
	(059)	50	0	0	Cash account	1

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	(061)	50	0	0	Cash account	6-12
June 2016	(062)Placed for collection	500	500	500	N/A	
	(063)	50	0	0	Cash account	1
May 2016	(064)	750	0	0	Cash account	1
	(065)	500	500	0	Cash account	
	(066)	500	500	0	Cash account	
	(067)	500	500	0	Cash account	
	(068)	50	0	0	Cash account	4-5
March 2016	Ppt	20,000	0	0	N/A	1
February 2016	Slow 15	50	50	50	N/A	
	Slow 30-90	250	250	250	N/A	1
November 2015	Slow 60	10,000	0	0	N30	6-12
October 2015	Ppt	2,500	0	0	N/A	1
	Slow 60	250	250	0	N/A	1
April 2015	Slow 30-60	250	0	0	N/A	6-12
March 2015	Slow 30	50	0	0	N30	6-12
December 2014	Ppt	3,000,000	0	0	N/A	6-12
November 2014	Ppt	250	0	0	N/A	1
	Ppt	250	0	0	N/A	1
	Ppt	50	0	0	N/A	2-3

Lines shown in red are 30 or more days beyond terms

Payment experiences reflect how bills are met in relation to the terms granted. In some instances payment beyond terms can be the result of disputes over merchandise, skipped invoices etc.

Each experience shown is from a separate supplier. Updated trade experiences replace those previously reported.

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3.2 Financial Capacity

Vendors should submit an Independent Auditor's Report and audited financial statements, including any management letters associated with the Auditor's Report with the applicable notes, OMB A-133 Audit (if conducted) for the last three (3) fiscal years (an Audit Receipt Letter from Contract Support for each year is acceptable), balance sheet, statement of income and expense, statement of changes in financial position, cash flows and capital expenditures.

Most current financial statements (may be unaudited) should be provided on a separate USB Memory Stick, labeled "Financial Capacity Information Template T-2 – 3.2" to be provided as part of the Technical Proposal. If the Vendor has not had an audit conducted within the past three (3) fiscal years, then the Vendor should provide the following un-audited financial statements for the last three (3) fiscal years:

a) State of Financial Position (Balance Sheet)

b) Statement of Activities (Income Statement)

c) Statement of Cash Flows

If the Vendor is a corporation that is required to report to the Securities and Exchange Commission (SEC), it should submit its two (2) most recent SEC Forms 10K, Annual Reports. If any change in ownership is anticipated during the twelve (12) months following the Proposal due date, the Vendor should describe the circumstances of such change and indicate when the change is likely to occur.

Additional information may be requested regarding financial stability for the Vendor and any subcontractors proposed.

Instructions: Supply evidence of financial stability sufficient to demonstrate reasonable stability and solvency appropriate to the requirements of this procurement.

Since the U.S. Firms are privately owned partnerships, they do not have audited financial statements nor do they file other corporate financial information such as a 10-K. Therefore, we provided proof of our financial capability by providing the above Dun & Bradstreet report, as evidence of our financial track record and adequate working capital. Should you have additional questions regarding our financial information, please contact John Peirson, Deputy Chief Financial Officer of Deloitte LLP, at (612) 397-4714 or Graham Cowie, U.S. Firms' Controller of Deloitte Services LP, at (615) 882-7270.

3.3 Financial References

The Vendor should provide references that can verify the standing of the Vendor.

Instructions: List credit references of the Vendor. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Table 4. Credit References

INSTITUTION	ADDRESS	PHONE NUMBER
JPMorgan Chase Bank Gina Gibson, CFA, Executive Director, Corporate Client Banking	JPMorgan Chase Bank 270 Park Avenue, Floor 43 New York, NY 10017	+1 212 622 3145
Barclays Bank Gill Skala Relation Director, Professional Practices Team	200 Park Avenue, 4th Floor New York, NY 10168	+1 212 526 3509
HSBC Bank Michael Macintyre, Senior Vice President Premier Corp. & Professional Services	452 Fifth Avenue New York, NY 10018	+1 212 525 8856

3.4 Corporate Guarantee

If the Vendor is substantially owned or controlled, in whole or in part, by one or more other legal entities, the Vendor should submit the information required under the "Financial Capacity" section above for each such entity, including the most recent financial statement for each such entity. The Vendor should also include a statement that the entity or entities will unconditionally guarantee performance by the Vendor for each and every obligation, warranty, covenant, term and condition of the Contract. If DHS determines that an entity does not have sufficient financial resources to guarantee the Vendor's performance, DHS may require the Vendor to obtain another acceptable financial instrument or resource from such entity, or to obtain an acceptable guarantee from another entity with sufficient financial resources to guarantee performance.

Instructions: Provide any additional information requested, and the unconditional guarantee by the owning/controlling entities.

We have provided financial information in the Financial Capacity section showing Deloitte LLP's financials which include Deloitte Consulting LLP financials on a separate memory stick labeled "Financial Capacity Information Template T-2 – 3.2". Within our structure, Deloitte LLP (which does not perform client services) does not provide unconditional performance guarantees for Deloitte Consulting LLP or its other subsidiaries. We have also provided a Dun & Bradstreet report specific to Deloitte Consulting LLP to demonstrate our financial stability. In addition, the following financial information was prepared for Deloitte Consulting LLP's internal purposes. This financial information has not been audited and does not present the financial position, the results of operations, or other financial information of Deloitte Consulting LLP in accordance with generally accepted accounting principles, and does not present the financial position as if Deloitte Consulting LLP operated as an independent entity. [redacted] We are financially strong and have full capacity to honor all the contractual obligations under the DHS requested contract terms. We would be pleased to discuss our financial capacity and answer any questions you may have.

4.0 General Assumptions

Instructions: Document the assumptions related to this Response Template in the following Table. Add rows as necessary. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Table 5. Vendor Experience Assumptions

ITEM #	REFERENCE (SECTION, PAGE, PARAGRAPH)	DESCRIPTION	RATIONALE
1.			
2.			
3.			

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Template T-3

Vendor References

Response Template

RFP #: SP-17-0006

Table of Contents

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1.1 Subcontractor References (If applicable)..... 62

1.0 Vendor References

To realize the objectives stated as part of the RFP, the State of Arkansas is issuing this RFP to contract with a Vendor who has experience managing complex applications portfolios for major organizations. As such, the State has established mandatory qualifications that must be met to submit a proposal as stated in Section 1.2.1 of the RFP.

To satisfy the mandatory qualifications, include at least three (3) references (for the Prime Vendor) of projects which are of similar size, complexity and scope to this engagement, that have either completed within the last five (5) years or are active projects. Each reference chosen should clearly demonstrate the Vendor's ability to perform the Scope of Work described in the RFP.

Instructions: Provide the information requested in the Tables below. The Tables may be replicated if the Vendor would like to include more than three (3) references. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

In the pages that follow, we have provided 12 project references that best reflect our vast experience with the scope of services listed in your RFP (Transition, Application Maintenance and Operations, Application Enhancements, BI/Reporting, Resource Provisioning for As-Needed Services, IT Operations Support, Cyber Security and Privacy).

For each project reference, we have listed both the referenced project's key personnel, as well as Deloitte's proposed ISS key personnel who were assigned to that project.

Table 1. Reference 1

VENDOR INFORMATION	
Vendor Name: Deloitte Consulting LLP	Vendor Contact/Name: Jason Reilly
Project Dates: 4/1/2012 – Current	Vendor Contact Phone: +1 717 695 5213
CUSTOMER INFORMATION	
Customer Organization: Commonwealth of Pennsylvania – Department of Human Services	Customer Contact Name: Clifton Van Scyoc
	Customer Phone: +1 717 772 6469
Customer Address: DGS Annex Complex, Willow Oak Building, 1006 Hemlock Drive, Harrisburg, PA 17105	Customer Email: cvanscyoc@pa.gov
	Customer Fax:
PROJECT INFORMATION	
Total Vendor Staff:	732

Project Objectives:

Pennsylvania DHS administers a variety of services that provide care and support to Pennsylvania's most vulnerable citizens through a series of integrated applications developed and maintained by Deloitte. These systems are driven by Commonwealth's performance metrics, which include: customer service ratings, work participation rate, and timeliness and accuracy of benefit program determination and delivery. These metrics are driven by numerous regulations that impact Pennsylvania's individuals.

Large benefit programs such as Medical Assistance (MA), Low-Income Home Energy Assistance Program (LIHEAP), Cash Assistance, and Supplemental Nutrition Assistance Program (SNAP) are subject to both Federal and State laws that have a significant impact on the programs administered. For example, the roll-out of Affordable Care Act (ACA) has resulted in the implementation of Modified Adjusted Gross Income (MAGI) to better calculate Medical Assistance eligibility. Additionally, these systems support and process other benefits offered by PA DHS. PA DHS serves children and families through a nationally recognized child support enforcement program, provides supportive services and care for people with cognitive disabilities, provides services to people suffering from mental illness or substance abuse issues, such as a drug or alcohol addiction, and also supports and addresses the solutions and challenges of housing and caring for older adults.

The Department of Human Services also licenses and regulates thousands of facilities that care for many Pennsylvanians, including child care centers and personal care homes - striving towards community living for those in need of assistance in daily living.

PA DHS has identified four areas of focus to keep Pennsylvania's integrated IE systems at the forefront of innovation:

People

Continue the development of the workforce and new employees by developing additional self-help tools, such as system simulations and process based help, fostering a more informal approach of coaching and mentoring, and encouraging executive knowledge sharing.

Technology

Further enhance imaging capabilities to include mobile functionality, increase system automation to reduce manual worker intervention and increase real-time eligibility so individuals get real-time decisions on their application.

Community

Invest in outreach to PA residents to spread the words on services and tools, continue to expand relationships with community partners to strengthen ties to the community, and conduct more meetings and forums to understand community needs.

Program Vision

Streamline, enhance and improve reporting and adherence to state and federal regulations and quality control procedures across all programs offered by PA DHS.

Project Description:

PA DHS offers 28 key programs and supports the daily lives of more than 5 million Pennsylvanians. These program include critical DHS programs like Medical Assistance, CHIP, LTC, SNAP, Cash Assistance, and LIHEAP Assistance, Child Care, Child Welfare, Child Support, Home and Community Based Services, and other aging and adult services. All these programs are processed via IT applications and systems developed and maintained by Deloitte for the PA DHS and with the mission of supporting the department's critical objectives to deliver services to its constituents. These applications support PA DHS by:

- Serving over 5 million Pennsylvanians
- Processing over $1,000,000,000 of benefits per month
- Supporting more than 4,000 providers and 25,000 workers statewide

Deloitte successfully maintains award winning and nationally recognized cross-HHS applications and systems in the areas of Integrated Eligibility, Child Care, Child Welfare, and Child Support Enforcement across a large number of users and agencies for the Commonwealth of Pennsylvania. These systems support more than 5 million of the Commonwealth's most vulnerable and needy people. These systems are the core to determining and delivering the Department's key benefits and services.

The state's Integrated Eligibility system consists of a web-based self-service portal application (COMPASS) that extends the accessibility of the social service application process to citizens and business partners and a Case Management system (CIS), consisting of open system and mainframe components, to determine and process Cash Assistance, Medical Assistance, Long Term Care, SNAP, and LIHEAP benefits.

- Commonwealth of Pennsylvania Access to Social Service (COMPASS) supports transactions of over 40,000 applications, 7,000 renewals, and 1,200 account changes on a monthly basis
- Client Information System (CIS) and supports transactions averaging 5.1 million mainframe transactions per day, 149,000 applications for services and 75,000 renewals per month

The state's Child Care system - Pennsylvania Enterprise to Link Information for Children Across Networks (PELICAN) application suite supports the Commonwealth's early childhood programs by maintaining and processing information necessary to allow workers to provide needed services and monitor client status. Components of the PELICAN suite include the Certification & Licensing System (CLS), Child Care Works (CCW), Early Learning Network (ELN), Pre-Kindergarten Counts (PKC), and Provider Self-Service (PSS). This application suite supports approximately 961,000 transactions and generate an average of 7,884 reports per month.

The State's Child Support Enforcement system - Pennsylvania Child Support Enforcement System (PACSES) includes extensive data integration with other systems including the Federal Office of Child Support Enforcement (OCSE) Federal Case Registry (FCR), IRS, Multistate Financial Institution Data Match (MSFIDM), the Pennsylvania Department of Transportation (PennDOT), the Pennsylvania Justice Network (JNET), and several others. The mainframe and open systems component of the system input and track cases, manage the financial processes related to the cases, and locate delinquent members by supporting approximately 3.4 million transactions per day.

The state's Child Welfare system – Child Welfare Information Solution (CWIS) consolidates current, disparate state-level systems and provides up-to-date dashboards and the ability to report on abuse and neglect cases across the Commonwealth. To improve efficiency of county administered child welfare programs and increase the visibility of information, the application processes approximately 15,760 transactions per day.

The state's Home and Community Services Information solution application suite supports individuals enrolled in state and federally funded Home and Community Based Service (HCBS) programs and also allows the state to record, review, investigate, and analyze incidents which could put the health and welfare of a program participant at risk. Components of the HCSIS suite include Home and Community Services Information system (HCSIS), Enterprise Incident Management (EIM) and Public Welfare Incident Management (PWIM) – processing an average of 1,300 Individual Service Plans and 300 incidents on a monthly basis

The state's Children's Health Insurance Program supported by CHIP Application Processing System (CAPS) - a dedicated case management system targeted towards processing health insurance for children and supports over 200,000 CHIP recipients.

Vendor's Involvement (Role and Scope):

Deloitte delivers a variety of services for the Commonwealth of Pennsylvania – Department of Human Services:

1. Application Maintenance and Operations (M&O)

Deloitte uses a mature operational approach that is flexible yet tailored to the respective system maintenance and operational needs. Our approach supports an integrated IT shared services enterprise model which drives continuous improvement to enhance quality, lowers costs, and meets the unique needs of each program. Additionally, a shared services approach to application maintenance allows us to take advantage of resource prioritization and distribution of infrastructure, people, tools, and knowledge. The ability to shift and share resources across multiple applications provides economies of scale, while retaining system and functionality specific knowledge. Shared services in the technical and application support arenas allows our people to be shared and efficiently utilized across multiple projects, in an organized fashion, eliminating the peaks and valleys in staffing significant initiatives.

Deloitte supports maintenance and operational activities of 6 core PA DHS applications, and over 28 systems and enterprise services which support programs offered by the Commonwealth of Pennsylvania. These applications encompass more than 40 million lines of code across 4 different programming languages, supporting over 14.5 million transactions daily (see below a sample list of products and technologies supported). These applications use over 50 products and are used by almost 40,000 agency workers, providers, and numerous clients every day. Additionally, these applications use integrated databases, are linked through enterprise applications, and share users and program areas.

- Microsoft .NET
- Mainframe (COBOL)
- Oracle 11g
- Biztalk 2013
- Corticon Rules Engine
- Informatica ETL tool 9.0.1
- SQL Server 2008 R2
- webMethods 9.8
- Open TI 11.1.8
- MoveIT Secure FTP
- Team Foundation Server
- IBM Websphere 6.4.5
- CA Siteminder and Identity Manager
- Cognos Report Studio
- SQL Server Reporting Services
- EMC Documentum Content Server
- EMC Captiva Capture
- Image Trust Web Client
- Adobe LiveCycle
- Neotys NeoLoad
- MS Test and MS Build
- Splunk

For application maintenance we use PA DHS System Development Methodology (SDM) that is consistent with Deloitte's internal SDLC methodology. It is based on a detailed set of processes, tools, and artifacts to support a structured approach to application maintenance. We have achieved CMMI Level 3 assessment following the PA DHS SDM and have incorporated the processes and controls in place today to continue to guide us in improving quality and efficiency in overall delivery. Infusing practices from ITIL's Service Delivery and Service Options components has supported us in continuing to evolve our application maintenance services. These processes extend the SDM with management controls that provide visibility into our processes from which to perform the necessary improvement actions, as well as establish communications processes that support a multi-vendor, multi-system operating model. The PA DHS approved SDM is primarily based on waterfall methodology but has evolved overtime to support hybrid agile SDLC models.

2. Application Enhancements and Development

Majority of all the application enhancements prioritized by PA DHS focus on Commonwealth's technology goals of improving worker usability, system accuracy, and data quality. In general, enhancements prioritized by PA DHS are driven by various factors:

- Innovation & Cutting Edge Technology – involves changes due to availability of new technologies and the need for continuous innovation to improve the way services are offered, processed and delivered by the Department. E.g. DHS Analytics, Mobile application, Cloud platform for selective features, etc.
- Policy Changes and Mandates – involves changes to the way states administer healthcare, deliver services to citizens, and enhance and maintain systems
- PA DHS Program Office Initiatives – enhancements requested by 8 program offices within PA DHS
- PA DHS System and Technology Drivers
  - Worker Usability - enhancements and modifications with a clear idea of the end-user in mind, employing leading practice interface standards, performing end-user acceptance sessions, and

incorporating valued user feedback into our product to achieve a level of usability that delivers immediate benefit to PA DHS and its workers

- System Accuracy – enhancements and modifications focusing on correct execution of the systems' eligibility determinations, child support calculations, and the many other core business functions
- Data Quality – enhancements and modifications focusing on data quality such that field workers and management staff are able to stand by the data and results of PA DHS systems and reports
- Technology Changes – enhancements and modifications focusing on evolving technologies to assist the Commonwealth on continuing to be a leader in the successful delivery of HHS services.

One of the ongoing focus of the Commonwealth has been to migrate its legacy mainframe applications to open systems technology to reduce cost associated with managing and maintaining mainframe systems. Deloitte has supported and continue to support the state in progressing the state's vision of decommissioning of its mainframe systems. Additionally, Deloitte developed and delivered the self-service Mobile Application in November 2016 enabling the Commonwealth to stay close to evolving technologies and also to allow more Pennsylvanians the access to services offered by the state.

3. Enterprise Data Warehouse (EDW) / BI / Reporting

The overall solution for Pennsylvania also includes a cross-program Oracle Data Warehouse, Informatica for ETL, Cognos for Reports, Corticon BRE, BizTalk, webMethods using a custom ESB framework, and a custom developed MDM. The Enterprise Data Warehouse (EDW) spans multiple systems to provide a consolidated view of enterprise data, optimized reporting and enhanced data analysis. EDW's design facilitates the storage and querying of information across various program offices in order to enrich the reporting capabilities for data from EDW to a technically diverse user population. Working with resources representing multiple departments, data is collected, information extracted, transformed and loaded into the EDW, and then delivered to various user community groups through the Commonwealth's BI tool, Cognos.

4. Resources Provisioning

All Deloitte PA DHS projects operate under a shared service model to provide strategic, tactical, and operational support that enables migration to next generation programs and technologies without risking mission critical PA DHS application operations and technical support. The team includes a unique blend of staff with in-depth PA DHS application and IT experience together with other experts from across the firm that bring expertise in ITIL, CMMI, enterprise architecture, SOA, security, cloud computing and other forward-thinking IT frameworks and technology trends. The team includes specialists with extensive PA DHS shared services expertise, new technology specialization with on-demand access to additional technology and HHS best practice experts from across Deloitte. Under this model, we provide business shared services in addition to system and architecture shared services for a unified approach. We provide on-demand access to additional core technology experts who have significant experience rolling out the methodologies, infrastructure and products. Deloitte teams possess capabilities that support the dynamic nature of the PA DHS business. These capabilities allow us to support evolving program needs, and adopt new innovative technologies. This approach includes:

- **Access to a Deep Pool of Specialists**. Whether PA DHS demands require technical specialists with conventional skill sets or a unique HHS business or technical specialty, Deloitte leverages its bench strength of internal and business partner network specialists and delivers them on-demand to the Department.
- **Resource Surge Capacity**. Ability to leverage our global network to deliver the quantity and quality of technical specialists PA DHS needs to meet surges in demand.

- **Access to the Latest Thinking in IT Practices and Methodologies**. PA DHS business and technology needs does not remain static. Deloitte provides PA DHS access to the latest thinking in IT practices and methodologies that impacts PA DHS organization including advanced technologies, HHS best practices, and next generation of ITIL guidance and lessons learned being used by other state HHS organizations.

5. IT Operations Support

Deloitte's Operations Support team provides a demonstrated approach to deployment and maintenance of ongoing operations as well as support for new IT initiatives in complex production environments. PA DHS' IT environments include a heterogeneous set of six applications with 28 disparate ancillary systems. Additionally, PA DHS manages over 28 enterprise services, open system and legacy technologies, batch and online processing, and COTS and custom systems using more than 50 different technology products. Our approach focuses on the different needs to support these environments. Deloitte has spent over 10 years working with you to assemble the right mix of resources that properly align with your current and future vision.

Deloitte uses the PA DHS IT Methodology and its major components as the foundation for Operations Support efforts. In particular, we leverage the CMMI and ITIL components of the methodology to drive consistent, detailed processes in Operations Support, and Maintenance and Modification efforts.

- **CMMI -** We use CMMI to guide the development of new software as well as the ongoing maintenance of existing software. The maintenance and modification teams are the primary users of the framework which also forms an important basis for the work performed by Operations Support. The operations activities align with the CMMI processes used by the maintenance and modifications teams, including the process standards and quantitative measures used by these organizations
- **ITIL** - We use the IT Infrastructure Library (ITIL) version 3 application management framework to guide the implementation of standard IT services for the modification and maintenance teams. Our IT support services consist of both the application development and infrastructure solutions required to support those maintenance and modification teams. We use the framework to guide ITSS, DTSS, and operations activities throughout the full service life cycle, including service strategy, design, transition, operation and continual service improvement.

Below is the list of activities that are performed by Deloitte's enterprise level IT shared services team for PA DHS:

Configuration Management

- Plan and coordinate detailed production implementation tasks
- Execute database and software migrations across diverse environment platforms
- Evaluate new tools which support file security, build automation or deployment management
- Assist in the Open System Back up/Recovery process

Database Management

- Monitor and report production database performance
- Optimize database object performance
- Support review of Logical and Physical Data Models

Operations Management

- Monitor and report on production batch across multiple batch platforms
- Support production batch issue resolution across batch cycles
- Execute individual project and integrated project load tests and report results
- Forecast hardware and network capacity requirements

Knowledge Management

- Maintain system documentation
- Work with the Knowledge Management team to monitor and review the completion of data extracts, creation of reporting cubes, and successful population into the EDW
- Work with the Knowledge Management team to monitor and review the performance of reports driven by cubes, ODS, and EDW. Provide tuning assistance as necessary

Middleware

- Incorporate middleware design standards and leading practices
- Assist in providing interface recommendations and exchange
- Architecture
- Maintain Architectural Blueprint
- Participate in architecture review discussion
- Direct project architecture and design support for initiatives

6. Cyber Security and Privacy

Deloitte's approach and processes for Security Management enable our team to integrate application, data, infrastructure, and network security controls throughout the SDM life cycle. Our approach places PA DHS as one of the leading agencies in the Commonwealth. The Deloitte team leverages the PA DHS Risk Framework to work with the project teams to identify potential security and privacy risks for new initiatives and design controls to mitigate them. Before going live, applications are subjected to a battery of security vulnerability assessment tools through different attack vectors. Post go-live, we monitor real-time authorization and authentication activity and capture data for forensic analysis. In addition, we provide access to Deloitte's broad portfolio of security disciplines as they apply to Operations Support, including security management, privacy and data protection, application security, identify and access management, vulnerability management, operations security, and business continuity management.

- Perform security vulnerability assessments in open system, Internet and intranet platforms
- Support and coordinate upgrades to CA Siteminder, IdentityMinder, Radiant Logic Virtual Directory, SOA Security Manager and active directory infrastructure
- Maintain the delegated user management system, enabled by CA Identity Manager
- Monitor the security implementation – monitor log files for exceptions and analyze trends

7. Compliance and Methodology

- CMMI
- ITIL
- PHI/PII
- ADA
- Waterfall
- Hybrid Agile

Project Benefits:

System Efficiency

Previously, the Commonwealth of Pennsylvania relied on paper applications to administer and authorize social service benefits. The implementation of an integrated IE solution, including a self-service portal has increased individual access to benefit. Users can complete applications and renewals, report changes, and review their current benefits processed through multiple systems. Electronic applications submission and import has helped improve information accuracy and reduce foot traffic in the CAOs as well as has helped reduce backlog and operating expenses. There are various other features that enhance system efficiency, such as enterprise data exchanges, workflow

automation, and automated renewals. These types of features include automated actions that do not require worker intervention.

Increased Case Worker Efficiencies

CAOs across the Commonwealth receive thousands of applications, renewals, additional work items and information from electronic data sources. The implementation of the Workload Dashboard (WLD) for the core IE application has provided the case workers, supervisors, and headquarters' staff a single point of access to view tasks, appointments and other critical information needed for each case worker. Other features that improve worker efficiency include automatic indexing and attaching scanned forms to case records and the ability to access external data sources to verify case information.

Savings in Time and Resources

The automation of renewals for individuals enrolled in Medical Assistance programs and the enhancements to eligibility applications have resulted in a reduction of processing time and improvements to management workload. The application and renewal processes have been further enhanced for specific programs, such as the MA fast track application process for those receiving other benefits and the Elderly Simplified Application Project for SNAP.

Improved Data Aggregation

Deloitte gives PA DHS the ability to turn data into actionable conclusions as users throughout the system now have access to over one hundred reports that provide both detailed and aggregate level data on the state of a particular program. The system supports all PA DHS HCBS service planning/administration and facilitates integrated service delivery. The integration of the Enterprise Data Warehouse (EDW) enhances Business Intelligence and provides access to client and provider service utilization and cost data that leads to improved financial management and the ability to maximize the services offered.

Enhanced Contribution to Public Welfare

Individuals and their families know more about services and have greater choice in services and providers. Individuals can apply for majority of state offered services via one electronic application saving them time and eliminating the need to submit multiple applications to request different types of services.

VENDOR KEY PERSONNEL ASSIGNED TO PROJECT	
Name: Brian Holwig (Referenced Project Key Personnel)	Role: Project Partner
Name: John White (Referenced Project Key Personnel)	Role: Project Partner
Name: Bert Maier (Referenced Project Key Personnel)	Role: Project Manager
Name: Lona Cooper (Referenced Project Key Personnel)	Role: Project Manager
PROJECT MEASUREMENTS	
Operating Budget of Organization: $31.5 Billion	# of Employees and External Users: 15,660 (as of January 2014)
Initial contract value: $298,000,000	Actual contract value: $546,000,000
Reason(s) for Change in contract value: Funds were added to the contract through change orders and contract amendments for additional scope of work	

Estimated Start & Completion Dates	From:	10/1/2012	To:	Current
Actual Start & Completion Dates	From:	10/1/2012	To:	Current
Reason(s) for Difference Between Estimated and Actual Dates: Not Applicable				
If the Vendor performed the work as a subcontractor, the Vendor should describe the scope of subcontracted activities: Not Applicable				
Describe the project's billing and invoicing procedures and any special accommodations: Billing practice – 10 days after deliverable approval				

Table 2. Reference 2

VENDOR INFORMATION	
Vendor Name: Deloitte Consulting	Vendor Contact/Name: Mohan Kumar
Project Dates: Oct 2012 - Ongoing	Vendor Contact Phone: +1 212 313 2877
CUSTOMER INFORMATION	
Customer Organization: Commonwealth of Kentucky, Cabinet for Health and Family Services (CHFS)	Customer Contact Name: Jennifer Harp
	Customer Phone: +1 502 564 0105 ext. 2076
Customer Address: Cabinet for Health and Family Services, Office of Administrative and Technology Services 275 E Main St, Frankfort KY – 40621	Customer Email: Jennifer.Harp@ky.gov
	Customer Fax: Not available
PROJECT INFORMATION	
Total Vendor Staff:	102

Project Objectives:

- Ongoing services to maintain and operate a stable environment of production applications including the State Based Marketplace and the Integrated Eligibility and Enrollment system 'Benefind'
  - Maintenance Release Planning
  - Maintenance Release Testing
  - Maintenance Release Deployment
  - System documentation and Training Material updates
  - Support critical business cycle events such as COLA change, Open Enrollments etc.
  - Operation monitoring and support for batch, performance, system health, security tests, Disaster recovery exercises
  - Technical management support for software configuration management and upgrades
- Dedicated allocation of hours and resources to perform system enhancements extending beyond maintenance and operations.
- Provide exposure to Cabinet leadership on innovations in business process and/or technology being employed in other states or in the commercial space.
- Optimize and enhance interfaces, batch design, data models and databases, database administration, reports development, BI solutions development and the extraction, transformation and loading of data.
- Scope of work includes Design, Development, Implementation, Testing, Project Management, Ongoing Maintenance and Operations, Implementation and Training.
- Development, support, maintenance and enhancement of the Benefind application is an ongoing activity which is triggered by changes in federal and state regulations, evolving business needs, opportunities for improving business processes, continued software and hardware upgrades, and break fixes.

Project Description:

Benefind suite of applications is a fully functional Integrated Eligibility & Health Insurance solution including all major state public assistance programs such as Medicaid (MAGI and Non-MAGI), State Supplementation, Qualified Health Plans (QHP), TANF and SNAP, and is integrated with MMIS.

Benefind includes a 24X7 accessible single, integrated online application (Self-Service portal) with a seamless user experience along with a Worker Portal that provides workers with eligibility and case management features for application intake and processing, workflow, case maintenance, renewals, and interfaces.

Vendor's Involvement (Role and Scope):

Deloitte delivers a variety of services for the State of Kentucky – Cabinet for Health and Family Services (CHFS):

1. Application Maintenance and Operations (M&O)

Deloitte supports maintenance and operational activities of the Benefind suite of applications.

These applications support the State of Kentucky by:

- Being available for about 2 million citizens of KY
- Issuing benefits ~784 million for SNAP, KTAP and Kinship care programs
- Distributing ~$77 million SNAP benefits per month to more than 600,000 recipients
- # Of Reports: 398 out of which196 are operational reports and 102 analytical reports.

Benefind suite encompass about 550 thousand lines of application code, exchanges data with 87 external interfaces supporting the daily activities of approximately 1500 workers and serves nearly two-thirds of Kentucky's population. The applications are available on the technology stack of:

- .NET 4.0 based framework
- SQL Server Database
- IBM Infosphere for Master Data Management
- Corticon Rules Engine
- HP Extreme
- BizTalk
- SAP Business Objects

Benefind system integrates with over 30 external partners including Social Security Administration, Internal Revenue Services, Child Support, Birth Certificate Database, Medicaid Management Information System, Fidelity (EBT vendor), eDRS, and Master Client Index. Benefind exchanges data with both federal and state data sources through both real-time and via batch interfaces to support eligibility determinations.

EVD for AMS framework is used to follow the Maintenance & Operations process.

2. Application Enhancements and Development

The development, support, maintenance and enhancement of the Benefind application is an ongoing activity which is triggered by changes in federal and state regulations, evolving business needs, opportunities for improving business processes, continued software and hardware upgrades, and break fixes.

Benefind utilizes a State-of-the-art Web-Based System. Houses a centralized database to ensure data accuracy and integrity with no redundant data, which eliminated the need for three separate client/server systems which used drastically different database technologies, application languages, and hardware platforms.

Some of the major enhancements to the Benefind suite includes:

- Implementation of E&E
- Implementation of Plan Maintenance and Billing (PMB) system
- Implementation of Affordable Care Act (ACA) mandated requirements for Medicaid and other insurance affordability programs
- Implementation of Non-MAGI Medicaid Programs
- Implementing a system for Fraud Analytics
- Automation of the Hearing processes
- Waiver Management Integration

Release 5 of Benefind implemented in February 2016, included extending E&E functionality, implementation of Non-MAGI Medicaid Programs, a system for Fraud Analytics and automation of the Hearing processes, Waiver Management Integration, SNAP and TANF functionality.

- Deloitte's Cyber Security team has assisted CHFS with Regulatory and Policy Compliance, Identity and Access Management, Audit and Accountability and Security event monitoring.
- Deloitte helped CHFS align with applicable Federal and Commonwealth policies, regulations, standards, and guidelines (ADA), leverage our understanding of laws, requirements, and guidance from leading authorities, implement technical controls to protect PII. We support the access management standards in accordance with NIST, HIPAA, and the Medicaid Information Technology Architecture (MITA).

- Integrated and leveraged from Kentucky Online Gateway features like SSO, automated self-service procedures for access.
- Deloitte is also responsible for assisting the CHFS with creating and maintaining a Business Continuity & Disaster Recovery Plan and collaborate with CHFS/COT for risk assessment, impact analysis, contingency planning, continuity of operations and disaster recovery planning and testing.
- Deloitte assisted CHFS to integrate various audit logs (DB, IIS, Application, Network logs) and capture audit trails by leveraging IBM Qradar's Security Information & Event Management (SIEM) system capabilities to appropriately collect, correlate and continuously monitor the defined events.
- Deloitte also assisted CHFS with vulnerability assessment/scanning of the HBE/IE applications and interpreting, and identifying mitigation strategies for the security issues identified.

Project Benefits:

- With Benefind, a consumer is able to apply for TANF, SNAP, Medicaid/KCHIP and State Supplementation through a single automated application.
- Benefind utilizes a State-of-the-art Web-Based System and houses a centralized database to ensure data accuracy and integrity with no redundant data, this eliminated the need for three separate client/server systems which used different database technologies, application languages, and hardware platforms.
- Created a paperless office environment by implementing a fully automated/integrated EDM module.
- Benefind features also include tools that provide worker efficiencies, such as document imaging to reduce physical storage space and workflow management.
- Benefind has task-based operational module with automated workflows.
- Integrated EBT gets benefit to client quicker.
- Streamlined the application process from a series of screens to a short flow (when reporting a change or during renewals/ mid reviews) for the majority of the case information. This allowed workers to gather needed information much faster and reduce wait times for clients.
- Reduced Error Rates. Recoupments success rate has been successfully increased by 14 percent per month compared to legacy system.
- Improves Worker Accuracy. The integrated rules engine applies policy consistent from case to case to produce consistent results. Prior to its implementation, workers had to interpret and apply policy for every case and determination.
- Provides Worker Relief. Benefind provides an intuitive means of collecting and viewing pertinent data at the time it is needed. Configurable workflows and effective data information guide workers through the life-cycle of a case from intake through changes and redeterminations until closure.

VENDOR KEY PERSONNEL ASSIGNED TO PROJECT	
Name: Mohan Kumar (Referenced Project Key Personnel)	Role: Managing Director
Name: Amol Sathaye (Referenced Project Key Personnel)	Role: Managing Director
Name: Subhash Kutty (Referenced Project Key Personnel)	Role: Application Development Lead
Name: Anoop Pant (Referenced Project Key Personnel)	Role: Application Lead
Name: Kiran Maringanti (Referenced Project Key Personnel)	Role: Application Lead
Name: Will Arnold (Referenced Project Key Personnel)	Role: Training Lead
Name: Kevin Pollari (Referenced Project Key Personnel)	Role: Lead Client Executive
Name: Jeff Hach **(ISS Key Personnel)**	Role: Project Manager

PROJECT MEASUREMENTS				
Operating Budget of Organization: $1B		# of Employees and External Users: ~6000		
Initial contract value: $101M		Actual contract value: $260M		
Reason(s) for Change in contract value: Original contract was to implement the State Based Marketplace and the MAGI Medicaid application. Subsequently, there were multiple add-ons to the project scope – SNAP, TANF, Non-Magi Medicaid, Medicaid Waiver application, Child Care, Mobility solution, and an M&O for 2 years for the entire system. These additions led to an increase in project timeline from 12/31/14 to 12/31/17 and resulted in an increase in contract value.				
Estimated Start & Completion Dates	From:	10/8/12	To:	12/31/17
Actual Start & Completion Dates	From:	10/8/12	To:	Ongoing
Reason(s) for Difference Between Estimated and Actual Dates: Subsequent extensions to the scope of work on the engagement added new modules and new releases to support the project. Currently, the engagement is in M&O mode through 12/31/17				
If the Vendor performed the work as a subcontractor, the Vendor should describe the scope of subcontracted activities: Not Applicable.				
Describe the project's billing and invoicing procedures and any special accommodations: Deliverables based payment structure. Invoices are submitted after the approval of deliverables.				

Table 3. Reference 3

VENDOR INFORMATION	
Vendor Name: Deloitte Consulting	Vendor Contact/Name: Derek D'Andrea
Project Dates: April 2009 - Present	Vendor Contact Phone: +1 303 764 7584
CUSTOMER INFORMATION	
Customer Organization: State of Colorado, Department of Human Services	Customer Contact Name: Bill Stevens
	Customer Phone: 303 764 7630
Customer Address: State of Colorado – Colorado Benefits Management System (CBMS) 639 E. 18th Avenue, Suite 200 Denver, CO 80203	Customer Email: Bill.stevens@state.co.us
	Customer Fax: +1 303 764 7650
PROJECT INFORMATION	
Total Vendor Staff:	120

Project Objectives:

- Implementation of PEAK – Salesforce.com platform that provides clients the ability to apply online
- Implementation of PEAKHealth – Mobile application that provides Medicaid clients the ability to review their benefits and submit changes
- Implementation of Electronic Document Management System (EDMS), an online service enabling clients to upload electronic copies of verification documents required to confirm eligibility, which saves the client from mailing in copies or making a visit to the county office.
- Implementation of Corticon Rules Engine to replace hard-coded rules and streamlining the process to make updates and implementation of new rules.
- Implementation of Real-time eligibility which instantly calculates eligibility, reducing wait times for eligibility results from weeks to seconds.
- Migration of the entire CBMS system (500 user screens) from PowerBuilder to Java.
- Migration of about 150 subroutines and 80 interfaces, over 1 million lines of code, from COBOL to Java using an automated code parser.
- Implementation of iData Platform – A "Big Data" platform build on Cloudera, Hadoop, and Qlikview that produces executive and county dashboards that provides insights into services received across programs and counties.
- Implementation of Mule Enterprise Service Bus to provide a single point of getting an audit trail of all interface transactions and automate ACA interfaces.
- Implementation of Perforce and Jenkins tools for version control and automating build process
- Using Adobe Live Cycle for Client Correspondence to replace text-heavy notices with graphical representation of eligibility results and allow the correspondence to be built dynamically, reducing overall correspondence, saving on printing costs, and resulting in more understandable notices.
- Generation of E-notifications to provide clients the option to review all correspondence online instead of receiving notices through the mail, to further reduce printing costs and wait times for correspondence.

Project Description:

- CBMS is a fully functional Integrated Eligibility solution that houses all major benefit programs like TANF, Food Assistance, LIHEAP, Employment and Training, Workforce Development and Medicaid, APTC and caters to more than 1.5 million citizens of State of Colorado.

Vendor's Involvement (Role and Scope):

Deloitte took over as the maintenance vendor for CBMS in 2009. Although the State allocated six months for a full transition of the system, Deloitte was able to transition into its role and take over from the previous vendor in just four months.

One of the key initial findings was that the previous vendor had not properly maintained the previous benefits system. CBMS, at that time, was a failing system, operating on outdated software and without the proper resources to support a growing population and caseload. As a result, Deloitte recommended and completed a technology refresh and upgrade of the entire CBMS platform. As a result, the system was stabilized, reducing the risk of system failures, and providing capacity for the system and caseload to continue to grow and expand.

Modernization - Executed a strategy to incrementally renew the technology of the Colorado systems including several improvements that resulted in major upgrades to functionality.

- Migrated all the legacy COBOL code to Java.
- Implemented tools such as Delphix (Database virtualization), Zabbix (Monitoring), and CA LISA (Service virtualization).
- Implemented Mulesoft Enterprise Service Bus.
- Enhanced individual clearance process using Apache SOLR technology for individual matching.
- Technologies that are used includes but are not limited to an n-tier Architecture including Java/JSP for the front end, and Oracle Backend. IBM WebSphere, Portal, J2EE, and Citrix Metaframe environments.

Some of the key highlights of the development / enhancement work taken up by Deloitte in this engagement are:

- Implemented ACA changes into CBMS that included migration of the legacy rules engine to Corticon rules engine, implementing tax subsidy rules into the CBMS rules engine, and implementing "real-time" eligibility (RTE).
- Completed an initiative to streamline data entry processes across the two agencies that use CBMS. This initiative involved enhancing the data entry screens of the CBMS system into a Web-based system that eliminates duplicative and unused data entry fields, provides intelligent program driver data entry with an intuitive user interface, and time saving features that will improve the efficiency of the workers.
- Implemented SNAP claims discrepancies redesign project in January 2015 which made huge impact in how the claims are processed. Converted Legacy SNAP rules to the Corticon rules engine in four months.
- Redesigned automated TOP (Treasury Offset Program) process in less than 6 months to meet the federal compliance.
- The PEAK self-service portal is a Salesforce.com platform that provides clients the ability to apply online. Migrated Colorado's self-screening portal to a Salesforce platform.
- Implemented an electronic document management system using a hosted solution provided by Perceptive.
- Data Analytics - Implemented iData platform. iData is a data service platform which encompasses Big Data, Business Intelligence and Intelligent Identity Resolution tools. A "Big Data" platform build

on Cloudera, Hadoop, and Qlikview that produces executive and county dashboards that provides insights into services received across programs and counties.

- Project Metrics:
  - # of Benefit Recipients: 1.4 million
  - # of Distinct Cases: ~736,000
  - # of Programs supported: 15+ programs
  - # of Applications: ~23,000
  - Total Benefit Issuance: ~945 million
  - Lines of Code for core application: ~5 million
  - # of Interfaces: 80
  - # of Reports: 1200
  - Integration with MMIS (yes/no): Yes
  - # of Technologies: 35+

Deloitte is responsible for design, development, and implementation activities, including automated data conversion from a legacy system, project management operations (PMO), running a help-desk, and ongoing maintenance.

Our team delivers a variety of services for the State of Colorado which include:

1. Application Maintenance and Operations (M&O)

The activities under M&O include:

- Maintain 1,200 reports developed using COGNOS
- Maintain 24 environments for unit testing, integration testing, SIT, UAT, performance testing, and production troubleshooting
- Maintain over 80 interfaces with State, Federal Agencies and Health Insurance Exchange
- Maintain all system documentation
- Maintain the Self Service portal (PEAK) and PeakHealth mobile application.
- Maintain 27,000 rules
- Maintain Shared Eligibility System (SES)
- Maintain Electronic Document Management System (EDMS)

2. Application Enhancements and Development

The activities under enhancements and development include:

- Requirements gathering – when requested by program groups who are sponsoring the project
- Development
- Daily builds and deployment activities
- Integration testing
- System Integration Testing (SIT)
- Regression, load, and performance testing
- Production deployment

3. Enterprise Data Warehouse (EDW) / BI / Reporting

Implemented iData platform. iData is a data service platform which encompasses Big Data, Business Intelligence and Intelligent Identity Resolution tools. A “Big Data” platform build on Cloudera, Hadoop, and Qlikview that produces executive and county dashboards that provides insights into services received across programs and counties.

4. IT Operations Support

The activities under Operations Support include:

- Analyze and implement data fixes as needed
- Level 3 help desk monitoring
- Monitor database table space and performance, modifying indexes as necessary
- Apply system and application patches as needed
- Monitor monthly system backups
- 24/7 system support
- Real time data synchronization to the backup servers
- Monitor Client Correspondence every night, running extra cycles if necessary and managing disk space

5. Project Management & Reporting

The Project Management Office (PMO) is responsible for supporting the State with Change Request and Release Management and working with team leads to keep the project in compliance with the project contract as well as on schedule in regards to the Operations Work Plan. The reporting by PMO include:

- Weekly Monitoring Report – provides data on overall system performance and end user performance
- Weekly System & Architecture Changes
- Monthly Project Status Report
- Monthly Maintenance Outages & Upgrades
- Quarterly Software Version Report
- Quarterly Quality Assurance Plan
- Quarterly Defect Management Plan
- Quarterly Communication Management Plan – used to communicate release information to the counties
- Annual Business Plan
- Annual Cyber Security Plan Response
- Annual Facilities Management & Operations Plan
- Annual 'Best Practices' Document – Provides best practice recommendations to the state regarding documentation standards
- Annual Technical Architecture Plan
- Annual Test Strategy Plan
- Root Cause & Corrective Action reports

6. Cyber Security and Privacy

Colorado is one of the few states that implemented the MARS-E2 high priority compliance items. Deloitte also works with the State to review and complete the cyber security plan annually

7. Compliance and Methodology

In CBMS, Deloitte team in collaboration with OIT, bring an approach that is backed by a sound methodology that includes processes, tools, clear roles and responsibilities, and leading practices. We draw upon our Enterprise Value Delivery (EVD) Methods, supplemented by our knowledge of CBMS, to provide a stable, efficient, and transparent approach to operations and maintenance with a focus on

continuous improvement. CBMS Deloitte team utilizes the industry standard methodologies such as PMI, ITIL, EVD for AMS, Agile and Waterfall to maintain and operate the CBMS and related systems and enforces that the CBMS system are compliant with MITA, 7 Standards, ADA, PHI, PII, MARS-E2 and HIPPA.

Project Benefits:

- Reduced the backlog of SNAP claim discrepancies by 100% in 12 months (December 2014 – November 2015).
- Implemented SNAP claims discrepancies redesign project in January 2015 which made huge impact in how the claims are processed.
- Ranks in Top 2 most improved state in meeting the SNAP CAPER (Case and Procedural Error rate – 22.99% as of March 2016
- Redesigned automated TOP (Treasury Offset Program) process in less than 6 months to meet the federal compliance.
- Converted Legacy SNAP rules to the Corticon rules engine in four months.
- Electronic Document Management System (EDMS) enabled clients to upload electronic copies of verification documents required to confirm eligibility, which saves the client from mailing in copies or making a visit to the county office.
- Real-time eligibility instantly calculates eligibility, reducing wait times for eligibility results from weeks to seconds.
- Adobe Live Cycle for Client Correspondence replaced text-heavy notices with graphical representation of eligibility results and allowed the correspondence to be built dynamically, reducing overall correspondence, saved on printing costs, and resulted in more understandable notices.
- E-notifications provided clients the option to review all correspondence online instead of receiving notices through the mail, which further reduced printing costs and wait times for correspondence.
- The Mobile application PEAKHealth provides Medicaid clients the ability to review their benefits and submit changes.

VENDOR KEY PERSONNEL ASSIGNED TO PROJECT	
Name: Sanjay Shah (Referenced Project Key Personnel)	Role: Project Executive
Name: Derek D'Andrea (Referenced Project Key Personnel)	Role: PMO Lead
Name: Suresh Ashani (Referenced Project Key Personnel)	Role: Release Manager
Name: Delicia Balgaard (Project Key Personnel)	Role: Test Manager
Name: Ashok Hameermul **(ISS Key Personnel)**	Role: Application Development & Technical Manager, Enhancements Lead

PROJECT MEASUREMENTS	
Operating Budget of Organization: Total Spend (2015): $24 Billion	# of Employees and External Users: • 4,500 CBMS System Users • OIT employs more than 900 people at 71 locations across the state. • OIT provides IT services for more than 28,000 state agency employees across 1,300 locations.
Initial contract value: $44,354,745	Actual contract value: $187,722,312
Reason(s) for Change in contract value: Additional scope was requested by the client.	

Estimated Start & Completion Dates:	From:	04/20/2009	To:	6/30/2017
Actual Start & Completion Dates:	From:	04/20/2009	To:	Ongoing
Reason(s) for Difference Between Estimated and Actual Dates: Not Applicable				
If the Vendor performed the work as a subcontractor, the Vendor should describe the scope of subcontracted activities: Not Applicable				
Describe the project's billing and invoicing procedures and any special accommodations: Monthly maintenance fixed fee. Enhancement Change Request work updated quarterly, billed monthly.				

Table 4. Reference 4

VENDOR INFORMATION	
Vendor Name: Deloitte Consulting	Vendor Contact/Name: Sanjeev Sethi
Project Dates: April 2007 - Ongoing	Vendor Contact Phone: +1 512 507 4155
CUSTOMER INFORMATION	
Customer Organization: State of Texas, Health and Human Services Commission (HHSC)	Customer Contact Name: Cliff Luckey
	Customer Phone: +1 512 461 9046
Customer Address: 1609 Centre Creek Drive, Suite 200 Austin, TX 78754	Customer Email: Cliff.Luckey@hhsc.state.tx.us
	Customer Fax:
PROJECT INFORMATION	
Total Vendor Staff:	209

Project Objectives:

The Texas Health and Human Services Commission contracted with Deloitte Consulting to design, develop, and implement the Texas Integrated Eligibility Redesign System (TIERS) statewide. TIERS was developed to solve the limitations of the legacy System of Application, Verification, Eligibility, Referral and Reporting system (SAVERR) with a web-based and user-friendly graphical interface that promotes worker efficiencies by improving services and operations. TIERS is the largest integrated eligibility project in the country.

Additionally, Deloitte helped HHSC capitalize on the momentum following statewide rollout to modernize their Integrated Eligibility infrastructure to be a state-of-the-art, award winning modern eligibility system. Deloitte played a key role in helping HHSC navigate through the complex ACA policies and identify enhancements to enable TIERS to be compliant with federal regulations.

The primary ongoing goals of the TIERS project include:

- Provide additional channels of access for clients
- Further enhance and streamline community partner efforts
- Remove location-dependent barriers
- Improve quality control and transparency of case activities
- Streamline processes within the lobby of local offices
- Promote client and worker efficiencies in the application, eligibility determination and case maintenance process.

Project Description:

TIERS supports HHSC eligibility determination for cash assistance (TANF), medical assistance (Medicaid and CHIP), and food assistance (SNAP). The system utilizes interfaces with commercial and Federal partners to verify information reported by households and conduct periodic data exchanges.

TIERS also includes an online Self Service Portal (SSP) that allows clients to get answers to frequently asked questions, apply for, inquire on, or renew benefits and eligibility status, and submit changes to their household circumstances for up-to-date eligibility determination.

The following table identifies some of the key characteristics of the TIERS project.

Relevant System Characteristic	#	Relevant System Characteristic	#
User Base	8,000 case workers >4,500,000 Benefit Recipients	Total Number of Batch Jobs	423
Trading Partners	31	Daily Batch	217
Financial and Mgmt Reports	Mgmt – 7 Fin: (internal) 8 Fin: (external) 3	Weekly Batch	30
Lines of Code	IERS: 12.9 million SSP: 4.12 million	Monthly Batch	154
Eligibility Decision Tables	3916	Quarterly Batch	5
Database Tables	1856	Yearly Batch	3
End User Screens	>500	On-Demand Batch	14

Vendor's Involvement (Role and Scope) :

Deloitte was engaged by the State of Texas to perform system integration services for the TIERS solution as well as an online Self Service Portal (SSP). Deloitte was responsible for integrating these components and documented functional and system requirements, created detailed system design documentation and bi-directional requirements traceability matrices, authorized and executed unit,

integration, and systems test cases, facilitated user acceptance testing, and led system deployment efforts at the time of go-live.

The TIERS solution was rolled out statewide in 14 months starting in October 2010. Since the successful statewide go-live in December 2011, HHSC, in partnership with Deloitte, has endeavored to incrementally modernize this large and complex system — focusing on the elements that provide the most critical business value first to meet federal, state mandates, to improve operational efficiency, and to increase user usability and accessibility to HHSC services.

After successfully implementing ACA, CHIP, SSP, and a mobile application, TIERS began the transition to Agile. This began as a pilot program for the 1095-B project, and has expanded into multiple high-visibility projects, with the goal of becoming fully Agile by May 2017.

In support of the TIERS implementation, Deloitte facilitated User Acceptance Testing (UAT) by State field office staff and supported trading partner outreach and testing of associated interfaces. These activities were reviewed by identified client stakeholders and served as key inputs to “go/no-go” decisions for Pilot and statewide go-live. Agile has enabled TIERS to respond to HHSC’s highest priorities more quickly, with higher quality and reduced risk.

Deloitte was also responsible for instructor-led train-the-trainers and creation of integrated online user guides during TIERS rollout and Affordable Care Act implementation. Deloitte was also engaged by key HHSC stakeholders for activities related to release management, environment management, and infrastructure maintenance and operations.

Other crucial services Deloitte has provided include:

- Consolidating other programs into TIERS, such as Children’s Health Insurance Program
- Adding additional methods of access, including BIP/LTSS and Mobile
- Enhancements/policy changes
- Help desk support and ticket reduction
- Batch and interface support
- Functional and system support
- Reports and monitoring
- Continued service improvements

Summary of Deloitte's services is given below:

1. Application Maintenance and Operations (M&O)

The goal for the maintenance contract of the TIERS project is to provide comprehensive functional and technical application maintenance services built around providing service levels that feature minimal or no disruption to services post deployment. The critical success factors that we bring to bear are:

Subject Matter Expertise

- With our deep understanding of overall program and outcome goals, we are able to leverage this knowledge and experience to continue to support the application(s) previously designed, implemented, and deployed. We typically try to propose many of the same team members for application support that developed the application, which we view as a distinct advantage over other vendors.

- We have an application support and maintenance approach that is based on sound methods and tools for application management, resource estimation, software quality assurance and meeting end user expectations in order to support our already solid foundation of past success.
- We focus not only on supporting the system for which we are contracted, but also strive to find new and innovative ways to further meet the business needs. By supporting the customer service help desk and providing clarifications and creating presentations for program areas, we are committed to support business operations related to functionality.

Federal and State Policy Knowledge

- The team handled over 850 service requests, including ACA and CHIP during the project time period, and successfully managed the maintenance and operations of the applications.
- Deloitte has partnered with the Texas Health and Human Services Commission Office of Social Services (OSS), and worked closely with OSS' policy, operations, IT, and training teams to effectively prepare staff for the Affordable Care Act (ACA) changes.

Broad Skillsets

- Deloitte was engaged by key HHSC stakeholders for activities related to release management, environment management, and infrastructure maintenance and operations.
- Deloitte was also responsible for instructor-led train-the-trainers and creation of integrated online user guides during TIERS rollout. Deloitte conducted change impact and training needs analysis, curriculum design and course development for nine Integrated Eligibility system releases. We developed 18 Instructor-Led Training courses and planned and executed Train-the-Trainer (TTT) for 85 trainers from across the state. Deloitte also designed and developed more than 65 Web-based trainings, 75 webinars and 60 job aids, all of which were delivered to nearly 9,000 OSS field and state office staff.
- Application issues/defects are tracked and the Deloitte and HHSC teams work together to prioritize the corrective fixes for each release. In addition, Deloitte is also responsible for batch production operations.

2. Application Enhancements and Development

- The main scope of activities for Deloitte included system integration services for the TIERS solution as well as an online Self Service Portal (SSP) that included
- Documenting functional and system requirements
- Creating detailed system design documentation
- Maintaining bi-directional requirements traceability matrices
- Executing unit, integration, and systems test cases
- Facilitating user acceptance testing
- Leading system deployment efforts at the time of go-live

Since the successful statewide go-live in December 2011, HHSC, in partnership with Deloitte, has endeavored to incrementally modernize this large and complex system — focusing on the elements that provide the most critical business value first to meet federal, state mandates, to improve operational efficiency, and to increase user usability and accessibility to HHSC services.

Deloitte has supported the state in successfully implementing over 36 major releases within the past 6 years.

3. Enterprise Data Warehouse (EDW) / BI / Reporting

TIERS uses Crystal Reports as a reporting tool that generates reports for the users in either PDF or XLS file format. There are approximately 240 unique reports in TIERS which are generated daily,

weekly, monthly or annually based on the user needs. A VB process which acts as a Crystal Reports server executes the crystal template and store the output as BLOB in the database, which can be retrieved by the user on demand by logging to the TIERS application. The extract process which extracts the raw data and transforms it to the reporting needs and stores it in both the extract table and the crystal templates uses this extract table as the input to generate the report.

TIERS produces the following types of reports:

- Activity Summary reports
- Benefit issuance (BI) reports
- Hearings and Appeals reports
- Weekly PMO report
- Weekly SNAP and TANF Supplements reports
- Exception reports (Mass update, Choices, Spend down)
- On-Demand reports - On-Demand reports that are flexible and generate outputs based on user selected input parameters are available in TIERS.

4. Resources Provisioning

The TIERS project operates under a framework that allows it to obtain the best resources without risking critical application operations. When required, Deloitte staff from other projects are leveraged for their knowledge in enterprise architecture, ITIL, security, mobile app development, Agile, or other cutting edge technology movements.

5. IT Operations Support

Deloitte is currently responsible for operational support through four planned maintenance releases per year with a well-defined application support and maintenance approach. We provide reliable functional and technical support to analyze reported issues and prioritize corrective fixes.

The activities under Operations Support within TIERS include:

- Monitor batch and online performance
- Plan and coordinate maintenance releases
- Analyze tools for deployment and build automation
- Enhance database
- Correct data fixes
- Level 2 help desk
- Monitor database table space and performance
- Ensure client correspondence is correctly sent

Products used:

- SMA OpCon
- Informatica Spectrum
- Crystal Reports
- Informatica Powercenter
- Adobe LiveCycle
- IBM Message Queue
- PL/SQL Developer
- IBM Rational RequisitePro
- IBM Rational ClearQuest

- IBM Build Forge
- MAVEN, ANT, PERL Scripts
- HP ALM
- IBM Rational ClearCase
- HP Performance Center (Loadrunner)
- CA Wily
- Hobbit (Xymon)
- Splunk
- Precise (DB monitoring)

6. Cyber Security and Privacy

The security and authentication components are implemented within the TIERS and Self-service portal based on HHSC's security standards and guidelines. As a firm ranked #1 globally in Security Consulting by Gartner for the fourth consecutive year, Deloitte also includes the increasingly critical aspect of Cyber Risk Services in its strategy. TIERS also meets the CMS cybersecurity requirements for eligibility information systems.

7. Compliance and Methodology

Deloitte draws upon our Enterprise Value Delivery (EVD) Methods to provide a rigorous approach to maintenance and operations. The TIERS project utilizes industry standard methodologies such as:

- ITIL
- CMMI
- PHI / PII / HIPPA
- ADA
- Waterfall
- Agile

Project Benefits:

Deloitte has worked with the State of Texas for 16 years to build, maintain, and enhance the TIERS enterprise of systems. During that time, Deloitte has reliably maintained and supported ongoing TIERS operations while also supporting the State through hundreds of transformational policy and technology-driven initiatives. The Deloitte team in Texas has effectively managed more than 16 million lines of code that support the systems that are essential to delivering benefits to the 5.6 million-plus Texans who receive service through the system. Example accomplishments include:

- Implemented the Affordable Care Act (ACA)
- Migrated CHIP to TIERS
- Developed the first mobile app used for IE case management
- Adopted Agile methodologies
- Replaced outdated computer technology that is difficult and costly to maintain and update, as technical resources are hard to find and the programming language/capabilities has limitations
- Improved training processes
- Improved ability to monitor and respond to workload changes
- Standardized application of eligibility rules
- Improved customer service
- Better outcome management

Awards and Achievements

- 2012 Center for Digital Government: Best Fit Integrator Award
- 2015 Center for Digital Government: Government to Citizen (YourTexasBenefits Portal)

VENDOR KEY PERSONNEL ASSIGNED TO PROJECT	
Name: Aldila Lobo (Referenced Project Key Personnel)	Role: Project Partner
Name: Savita Raghunathan (Referenced Project Key Personnel)	Role: Project Partner
Name: Arun Subramanian (Project Key Personnel)	Role: Project Manager
Name: Sanjeev Sethi **(ISS Key Personnel)**	Role: Project Director
Name: Jeff Hach **(ISS Key Personnel)**	Role: Production Support Operations Manager
Name: Nick Jivani **(ISS Key Personnel)**	Role: Security Manager

PROJECT MEASUREMENTS				
Operating Budget of Organization: $80 billion		# of Employees and External Users: 8000 case workers >1,000,000 Self Service Portal Users		
Initial contract value: $47M for the first four years $52M for the four extension years		Actual contract value: $ 99,000,000		
Reason(s) for Change in contract value: The contract was amended for additional services.				
Estimated Start & Completion Dates	From:	August 2010	To:	June 2018
Actual Start & Completion Dates	From:	August 2010	To:	Ongoing
Reason(s) for Difference Between Estimated and Actual Dates: HHSC has contracted Deloitte for additional services, including a modernized Self Service Portal, mobile application, and ACA implementation.				
If the Vendor performed the work as a subcontractor, the Vendor should describe the scope of subcontracted activities: Not Applicable				
Describe the project's billing and invoicing procedures and any special accommodations: HHSC pays Deloitte on a per-phase basis. After a phase for a release has closed, the client is billed.				

Table 5. Reference 5

VENDOR INFORMATION	
Vendor Name: Deloitte Consulting LLP	Vendor Contact/Name: Christopher Bair
Project Dates: 7/1/2014 - Ongoing	Vendor Contact Phone: +1 404 631 3963
CUSTOMER INFORMATION	
Customer Organization: State of Georgia, Department of Human Services	Customer Contact Name: Jon Anderson
	Customer Phone: +1 404 657 3700
Customer Address: 2 Peachtree Street, STE 21 Atlanta, GA 30303	Customer Email: jon.anderson@dhs.ga.gov
	Customer Fax: +1 678 717 5946
PROJECT INFORMATION	
Total Vendor Staff:	14

Project Objectives:

- To provide project management services for the maintenance, operations, and enhancement activities of the legacy eligibility system.
- To provide technical and subject matter experts for smooth integration with GA Integrated Eligibility System, as the new system rolls out across the state.
- To provide support for the retirement of legacy systems and full transition to GA IES.
- To integrate GA IES System with EMPI, and retire the legacy Client Registration System (CRS) and System for the Uniform Calculation and Consolidation of Economic Support Services (SUCCESS).
- To provide ongoing maintenance and operations activities such as error management and nightly batch on call support.

Project Description:

The State of Georgia's System for the Uniform Calculation and Consolidation of Economic Support Services (SUCCESS) is the legacy eligibility system used by the Department of Human Services, Division of Family Services to determine eligibility for Medicaid, Supplemental Nutritional Assistance Program (SNAP), Temporary Assistance to Needy Families (TANF), and the Refugee Assistance Programs (RCA/RMA).

Vendor's Involvement (Role and Scope):

The SUCCESS application was implemented in 1999 on an IBM DB2 Mainframe using COBOL programming language that supports the Medicaid, Temporary Assistance to Needy Families, Refugee Cash Assistance, and the Subsidized Nutritional Assistance Programs.

For each type of assistance, only one case at a time can be created so that one individual is on multiple active cases at once. Additionally, the system perpetuates the creation of new cases with each new application so that over time individuals can be tied to hundreds, even thousands of cases. The lack of a single or limited case design not only impacts workload for users, but also creates challenges in the maintenance and operations activities of the system. The age and design of the system, as well as the vast differences in Georgia's geographical and demographic makeup create multi-tiered complexity for the development of new functionality, reporting, defect analysis and even simple Adhoc requests, all contributing to the need for a new modernized integrated eligibility system.

The SUCCESS system supports a large and diverse population as depicted by the below statistics:

- Monthly recipient population:
- Subsidized Nutritional Assistance Program 762,000

- Medicaid 862,000
- Temporary Assistance to Needy Families 11,000
- Refugee Cash Assistance 350
- Monthly Benefit Issuance:
- Subsidized Nutritional Assistance Program $212M
- Temporary Assistance to Needy Families $2M
- Refugee Cash Assistance $77K
- Lines of Code for core application: ~11M
- # of Interfaces: 100
- # of Reports: 300

Deloitte offers GA DHS unrivaled experience providing IT consulting services for HHS solutions. We bring 35 years of continuous corporate experience in HHS to GA DHS. Our track record of successfully delivering large, complex IT services across the country is the strongest qualification. Our understanding of the programs and technical capabilities within the HHS space have been critical for the overall coordination and service delivery. The various services offered by Deloitte in this engagement are:

1. Application Maintenance and Operations:

The services of the legacy M&O work include:

- Project Management and Status Reporting
- Integration with the GA IES system
- Analysis of business requirements to create design documentation
- Development following the state's best practices and standards
- Perform Unit and System Integration Test
- Support User Acceptance and Regression Testing
- Implementation planning, coordination and orchestration activities
- Coordination of Training with the DFCS Training Unit
- Adhoc requests and reporting
- Application Monitoring and Level 2 production support
- On-Call Batch Support
- Conversion and archival of data to the new IES system

2. Resources Provisioning

The application was maintained by a team of state staff and contractors via the states umbrella staff augmentation contract. To provide knowledge and experience in support of SUCCESS maintenance and enhancements activities, several of the contractor staff were transitioned to the GA IES Project as contractors reporting to a key member of the GA IES project that has several years' experience with DHS programs, management of M&O projects, and integrated eligibility systems.

Project Benefits:

- Providing exceptional technical and subject matter expertise, and assuming management of the SUCCESS application has allowed state resources to focus on the requirement, design and testing necessary for the successful implementation of the GA IES and Business Process Redesign activities.
- SUCCESS will support the GA IES in a phased rollout across the State through thoughtful design as to not interrupt the normal course of business, approximately 100 trading partner interfaces, and services to the residents of Georgia for the entities using the legacy system until it is sunset.

VENDOR KEY PERSONNEL ASSIGNED TO PROJECT	
Name: Jean Cliche	Role: Project Coordinator
Name: (Add more rows as needed)	Role: (Add more rows as needed)

PROJECT MEASUREMENTS	
Operating Budget of Organization: $1,775,574,796	# of Employees and External Users: 5,000
Initial contract value: $3,368,640	Actual contract value: $5,935,320

Reason(s) for Change in contract value:

Three amendments have occurred to the original contract. Amendment 1 occurred to add the Business Process Redesign initiative with no change to the timeline. Amendment 2 added six months to the UAT and Rollout Phases of the project to allow the customer additional time to complete User Acceptance Testing. Amendment #3 added three additional months to the UAT Phase of the project. The timeline adjustments due to Amendment 2 and 3 also required the timeline for M&O services of the SUCCESS system to be adjusted accordingly.

The Initial contract value, actual contract value and reason for change relates to the entire IES Project, not just the SUCCESS M&O portion

Estimated Start & Completion Dates	From:	7/1/2014	To:	8/1/2017
Actual Start & Completion Dates	From:	7/1/2014	To:	Current

Reason(s) for Difference Between Estimated and Actual Dates:

Not Applicable

If the Vendor performed the work as a subcontractor, the Vendor should describe the scope of subcontracted activities:

Not Applicable

Describe the project's billing and invoicing procedures and any special accommodations: In the initial contract, SUCCESS billing had both Maintenance (fixed) and Enhancement (T&M) components with yearly pricing escalators. Upon finalization of Amendment 3, Maintenance & Enhancements was modified to only include T&M billing with an hourly rate for general contractors and an increased hourly rate for the Project Coordinator role. The client is billed monthly and is not responsible for total payment beyond the contract value unless written approval is obtained in the form of an amendment to the contract.

Table 6. Reference 6

VENDOR INFORMATION	
Vendor Name: Deloitte Consulting LLP	Vendor Contact/Name: Eric Reeder
Project Dates: 8/1/2013 – 11/30/2016	Vendor Contact Phone: +1 512 574 4840
CUSTOMER INFORMATION	
Customer Organization: Texas Department of Motor Vehicles	Customer Contact Name: Eric Obermier
	Customer Phone: +1 512 465 4040
Customer Address: 4000 Jackson Avenue, Austin, Texas 78731	Customer Email: Eric.Obermier@txdmv.gov
	Customer Fax: +1 512 465 4129
PROJECT INFORMATION	
Total Vendor Staff:	4
Project Objectives: • Transition of the enterprise reporting solution – Registering and Title System (RTS) of Texas Department of Motor Vehicles (TxDMV) from Mainframe to IBM COGNOS and Informatica Power Center. • Maintenance and Operations support of Cognos based enterprise reporting application, Informatica ELT processes, and data warehouse. • Enhancements and development of new reports through quarterly enhancement releases. • On the Job Training (OJT) and knowledge transfer to TxDMV development staff assigned to support enterprise reporting.	
Project Description: The Registering and Title System (RTS) Enterprise Reporting M&O project was an endeavor with the Texas Department of Motor Vehicles to provide Enhancements and Maintenance and Operations support for client's production business intelligence, data warehouse and enterprise reporting platform.	
Vendor's Involvement (Role and Scope): • Deloitte provided maintenance and operations services for TxDMV's entire enterprise reporting and enterprise data warehouse platform. This included 24-hour on-call support coverage and primary production defect resolution and incident response services. • Performed incident analysis and resolution of end user issues with reports, operational and data warehouse databases/data, ETL processes, and user access. Team resolved more than 200 service desk tickets over the contract term. • Deloitte provided four quarterly enhancement releases to IBM Cognos and Informatica PowerCenter. These releases were all delivered on-time and within budget.	

- Implemented 43 new or enhanced reports during the contract term in four planned releases using Waterfall methodology.
- In addition to maintenance and operation support, Deloitte provided Knowledge Transfer and Training services on IBM Cognos and Informatica PowerCenter to the TxDMV development team.

Project Benefits:

The RTS Enterprise Reporting Maintenance and Operations contract provided significant benefits to TxDMV including:

- 99.35% availability for their entire enterprise reporting platform during the 1 year contract term.
- Four quarterly enhancement releases to IBM Cognos and Informatica PowerCenter which were all delivered on-time and within budget.

VENDOR KEY PERSONNEL ASSIGNED TO PROJECT

Name: Dustin McQuaide (Referenced Project Key Personnel)	Role: Enterprise Reporting Team Leader
Name: Nancy Yelle (Referenced Project Key Personnel)	Role: RTS Maintenance and Operations Mgr

PROJECT MEASUREMENTS

Operating Budget of Organization: $168,000,000	# of Employees and External Users: 763 FTEs, 254 counties and their employees have access to BI
Initial contract value: $950,000.00 - Enterprise Reporting M&O and Enhancements for RTS for one year, from 11-19-2015 through 11-18-2016	Actual contract value: $950,000.00

Reason(s) for Change in contract value:

Not Applicable

Estimated Start & Completion Dates	From:	11/19/2015	To:	11/18/2016
Actual Start & Completion Dates	From:	11/19/2015	To:	11/21/2016

Reason(s) for Difference Between Estimated and Actual Dates: By mutual agreement the deployment date for final release (ERQ5) was adjusted to occur on the weekend so as not to disrupt end users with a weekday outage. Deployment was executed 11/19/2016 – 11/20/2016, with go-live on 11/21/2016.

If the Vendor performed the work as a subcontractor, the Vendor should describe the scope of subcontracted activities:

Not Applicable

Describe the project's billing and invoicing procedures and any special accommodations:

Fixed price deliverables based. Invoice submitted upon approval of each release deliverable document.

Table 7. Reference 7

VENDOR INFORMATION	
Vendor Name: Deloitte Consulting	Vendor Contact/Name: Tom Zacharias / Vivek Jain
Project Dates: 01/13/2012 – 11/29/2012	Vendor Contact Phone: +1 404 942 6815
CUSTOMER INFORMATION	
Customer Organization: State of Georgia, Governor's Office of Student Achievement (GOSA)	Customer Contact Name: Jackie Lundberg
	Customer Phone: +1 404 463 3209
Customer Address: 205 Jesse Hill Jr Dr SE, Atlanta, GA 30334	Customer Email: jlundberg@georgia.gov
	Customer Fax: +1 404 463 1163
PROJECT INFORMATION	
Total Vendor Staff:	25

Project Objectives:

The objectives of Georgia's Academic and Workforce Analysis and Research Data System (GA AWARDS) was to provide the following benefits and enhancements to Georgia's education stakeholders:

- Foundation for a single data repository and model containing all records for a student from Pre-K through 20
- Master Data Management processes for linking student and teacher records across all agency data and enabling cross-agency data stewards to provide input into the matching process
- Increased visibility into agency-wide data through public facing BI Web Portal
- Enhanced reporting and research capabilities
- Ability to track historical data
- Robust initial capacity to meet the demand for first five years in production
- Flexible architecture that allows additional capacity as the demand increases and additional agencies and users are added to the system

Project Description:

Governor's Office of Student Achievement (GOSA), formerly the Office of Education Accountability is an entity of the State of Georgia that provides meaningful education information to stakeholders across Georgia. GOSA strives to increase student achievement and school completion across Georgia through meaningful, transparent, and objective analysis and communication of statewide data and provides policy support to the Governor and to the citizens of Georgia.

Vendor's Involvement (Role and Scope):

Deloitte offered GOSA the best opportunity and the lowest risk to implement this important project, by combining our education data warehouse expertise, business intelligence capabilities, enduring commitment to the State of Georgia and most-importantly our exceptionally qualified team. Our team's experience was vital and our capabilities as a Tier 1 integrator provided the processes and understanding required to achieve results in this complex undertaking. Deloitte utilized a team with extensive experience implementing data warehouse systems similar to that of GOSA Statewide Longitudinal Data System (SLDS). Our leadership team and key personnel had more than 100 combined years of experience in technology information management. Each person had extensive experience in his or her assigned role.

GOSA engaged Deloitte Consulting

- To partner with them and help Georgia continue to improve the effectiveness of its education system to better prepare students and teachers.
- To consistently and accurately identify a person (student or teacher) uniquely across multiple data sources and roles allowing the state to link student performance from Pre-K to 20.

Deloitte assisted GOSA in consolidating information from Georgia's education agencies and implementing an Enterprise Data Warehouse (EDW) using Informatica 9.1 for Data Integration (ETL) and Master Data Management (MDM).

- OBIEE 11g and IBM Cognos 10.1 was used for Business Intelligence,
- Oracle 11g as the database,
- ERwin for data modeling
- Adobe RoboHelp for creating customized help content.

The project provides a tool, Georgia's Academic and Workforce Analysis and Research Data System (GA AWARDS), for agencies to access more robust and broadly integrated information to help improve their programs.

GOSA solution employed least privilege access and incorporated compliance guidelines that enforced confidentiality and role based access model in accordance to NCES security requirements. Data views and reports created from the classifications were validated against policy requirements of NCES and PII.

Deloitte's Enterprise Value Delivery for Information Management methodology for GOSA SLDS project provided an efficient process that we have successfully used for our other EDW projects for state and private sector clients. This methodology not only provided the steps for due diligence, design, development, testing, and implementation, but also made sure we did it in a way that lowered project risk, kept the project on schedule, resulted in the production of high-quality deliverables and software products, prevented unnecessary rework on the side of the end user and development teams, and met the requirements outlined in the RFP.

Project Benefits:

This project was a huge success with tremendous value for the State. The application was state of the art and was also presented at a conference in Washington DC. The application had single sign on authentication responsibilities that we were able to implement successfully.

VENDOR KEY PERSONNEL ASSIGNED TO PROJECT	
Name: Tom Zacharias (Referenced Project Key Personnel)	Role: Project Executive
Name: Vivek Jain (Referenced Project Key Personnel))	Role: Project Manager
Name: Joe Sposito (Referenced Project Key Personnel)	Role: Data Architect
Name: John Tarbutton (Referenced Project Key Personnel)	Role: BI Architect
Name: Azeem Ahmed (Referenced Project Key Personnel)	Role: ETL & MDM Architect
Name: Nick Jivani **(ISS Key Personnel)**	Role: Security Lead

PROJECT MEASUREMENTS				
Operating Budget of Organization: $19,574,080		# of Employees and External Users: 47 employees, including 21 regional field staffers serving as Reading Mentors or professional learning support and 2 part – time interns. GOSA employed approximately 100 summer instructors and resident advisors for four weeks to work with the Governor's Honors Program (GHP) in June - July 2015		
Initial contract value: $3.7 M		Actual contract value: $3.7 M		
Reason(s) for Change in contract value: Not Applicable				
Estimated Start & Completion Dates	From:	01/13/2012	To:	11/29/2012
Actual Start & Completion Dates	From:	01/13/2012	To:	11/29/2012
Reason(s) for Difference Between Estimated and Actual Dates: Not Applicable				
If the Vendor performed the work as a subcontractor, the Vendor should describe the scope of subcontracted activities: Not Applicable				
Describe the project's billing and invoicing procedures and any special accommodations: Deliverable based billing at different stages of the project like Requirements, Design, Construction and Unit Testing, etc.				

Table 8. Reference 8

VENDOR INFORMATION	
Vendor Name: Deloitte Consulting	Vendor Contact/Name: Suguna Sundar
Project Dates: May 2010 - Ongoing	Vendor Contact Phone: +1 717 736 8410
CUSTOMER INFORMATION	
Customer Organization: Commonwealth of Virginia, Virginia Department of Social Services (VDSS)	Customer Contact Name: Dottie Wells
	Customer Phone: +1 804 726 7639
Customer Address: 801 East Main Street, Richmond VA 23219-2901	Customer Email: dottie.wells@dss.virginia.gov
	Customer Fax:
PROJECT INFORMATION	
Total Vendor Staff:	73

Project Objectives:

- The Virginia Department of Social Services (VDSS) sought to modernize the systems used to manage and deliver the Child Care subsidy and Medical Assistance programs.
- The agency selected Deloitte to lead the training of the Virginia Case Management System (VaCMS) and the CommonHelp Customer Portal including training over 1,000 workers spread across 120 different local departments of social services to use the new system and creating videos and reference guides for citizens.
- Another component of the implementation sought to determine a communications strategy to deliver key messages to key stakeholders impacted by the system release.
- Seek recommendations on operational strategies and organizational design to increase the VDSS ability to leverage the new capabilities provided by the new automated system to increase the efficiency of their operations and the delivery of services provided to the citizens of Virginia.

Project Description:

The VaCMS implementation consisted of modernizing the systems used to manage and deliver the Child Care subsidy program by implementing a state of the art, fully integrated, web-based application using the latest technology framework.

- Virginia CommonHelp application is used to pre-screen and apply for programs like Temporary Assistance for Needy Families (TANF), Medicaid, Supplemental Nutrition Assistance Program (SNAP), Child Care and Energy Assistance. Program participants also check their benefit status, renew their applications and report any changes to VDSS.

Vendor's Involvement (Role and Scope):

- The VaCMS implementation included leading an organization transformation effort across 1,000 employees and 120 unique local departments.
- CommonHelp increased customer service and citizen's options for applying for social services by allowing 24/7 access to apply for assistance. 800,000 citizens currently use Virginia CommonHelp, which has helped to reduce the wait time for citizens seeking services from an average of 21 days to a few minutes.
- The Child Care Automation and Enterprise CommonHelp Customer Portal Project transformed how the Virginia Department of Social Services (VDSS) delivers Child Care Subsidy to over 50,000 families and created a citizen centric portal "CommonHelp" which allows citizens 24/7 access to apply for social service assistance. The project included implementing the Virginia Case Management System (VaCMS) and the CommonHelp Customer Portal.
- The project resulted in improved delivery of benefits to over 50,000 children, ensuring quality care for tomorrow's future. This project catered to about 25,000 families during the last fiscal year with a total of about 35,000 new and renewal applications. This project issued about $123 million benefits and transitioned 1,000 case workers into a new way of doing business. The system interfaces with 7 other systems and has about 65 reports.
- Conduct detailed analysis of the daily issues raised by the user groups of the two applications i.e. VaCMS and CommonHelp, to come up with a strategy to resolve the ongoing issue and suggest resolution to the state either via system enhancements or defect fixes.
- Conducted a training needs assessment to determine the unique training needs of various user groups across 120 local departments of social services. The assessment included conducting and analyzing a training survey and facilitating focus group sessions with leadership and staff to determine training approaches.
- Provided a communication strategy by conducting a communications assessment and creating and executing the communications to key stakeholders.

Deloitte delivers a variety of services for the Virginia Department of Social Services:

1. Application Maintenance and Operations (M&O)

- Conduct detailed analysis of the daily issues raised by the user groups of the two applications i.e. VaCMS and CommonHelp, to come up with a strategy to resolve the ongoing issue and suggest resolution to the state either via system enhancements or defect fixes.
- Respond to or resolve the user tickets that require technical guidance in a time-sensitive manner to keep business processes running smoothly and with ease.
- Discuss risks around changing policies and guidelines and suggest mitigation strategies by performing analysis based on user trends.
- Conducted a training needs assessment to determine the unique training needs of various user groups across 120 local departments of social services. The assessment includes conducting and analyzing a training survey and facilitating focus group sessions with leadership and staff to determine training approaches.
- Providing a communication strategy by conducting a communications assessment and creating and executing the communications to key stakeholders.

2. Application Enhancements and Development

- Strategizing and planning implementation of system enhancements based on user group requests or changing policies by prioritizing releases and creating milestone targets.
- Driving the implementation of system enhancements and service request resolutions through the SDLC life cycle and delivering within the agreed upon timelines to minimize the impact of issues.

- The project team facilitates requirement validation and design sessions, developing the solution, conduct system integration testing, and deploy the changes to VaCMS and CommonHelp.

3. Enterprise Data Warehouse (EDW) / BI / Reporting

- The solution and the related M&O activities are aimed at improving Child Care data management, reporting, and analytics by enabling precise and timely tracking of federally mandated child care payments, business analysis, and forecasting of funds disbursement and reduced fraud.
- Use Crystal Reports for scheduled reporting to support business processes and helping workers prioritize work or perform workload management activities.
- Perform federal reporting on a quarterly and yearly basis to comply with the program policies and provide supporting data to substantiate the numbers for validations and confirmation.

4. IT Operations Support

- IT operations are further supported by a help desk primarily utilized for end user interactions and ticket triaging.

Project Benefits:

- The project resulted in improved delivery of benefits to over 50,000 children, ensuring quality care for tomorrow's future.
- The project increased the efficiency of benefits delivery and transitioned 1,000 case workers into a new way of doing business.
- CommonHelp increased customer service and citizen's options for applying for social services by allowing 24/7 access to apply for assistance.
- Virginia CommonHelp has helped to reduce the wait time for citizens seeking services from an average of 21 days to a few minutes.

VENDOR KEY PERSONNEL ASSIGNED TO PROJECT	
Name: Suguna Sundar (Referenced Project Key Personnel)	Role: Project Partner
Name: Rishabh Jain (Referenced Project Key Personnel)	Role: Project Manager

PROJECT MEASUREMENTS	
Operating Budget of Organization: ~$125,000,000	# of Employees and External Users: 1,500
Initial contract value: $13,545,550	Actual contract value: $22,345,124
Reason(s) for Change in contract value: The Virginia Department of Social Services expanded the scope of the services required under this contract, which increased the final contract value.	

Estimated Start & Completion Dates	From:	May 2010	To:	October 2012
Actual Start & Completion Dates	From:	May 2010	To:	Ongoing

Reason(s) for Difference Between Estimated and Actual Dates: The Virginia Department of Social Services extended the M&O contract with the state after the initial year of M&O
If the Vendor performed the work as a subcontractor, the Vendor should describe the scope of subcontracted activities: Deloitte was the lead firm responsible for the successful deployment and maintenance of the Virginia Case Management System (VaCMS) and the Enterprise CommonHelp Customer Portal.
Describe the project's billing and invoicing procedures and any special accommodations: Deloitte gets paid on a monthly basis for the M&O activities across the VaCMS and the Enterprise CommonHelp Customer Portal. Any new system enhancements are assessed as part of a formal contract modification and the related invoices are submitted post design and deployment

Table 9. Reference 9

VENDOR INFORMATION	
Vendor Name: Deloitte Consulting	Vendor Contact/Name: Rakesh Duttagupta
Project Dates: 07/01/2016 - Ongoing	Vendor Contact Phone: +1 916 288 3627
CUSTOMER INFORMATION	
Customer Organization: State of Wyoming, Wyoming Department of Health (WDH)	Customer Contact Name: Jan Stall
	Customer Phone: +1 307 777 5472
Customer Address: 6101 Yellowstone Road, Suite 259D Cheyenne, WY 82002	Customer Email: jan.stall@wyo.gov
	Customer Fax:
PROJECT INFORMATION	
Total Vendor Staff:	36
Project Objectives: • Successfully transition Wyoming's Eligibility System from the state's incumbent vendor. • Provide transition services to successfully test and transition the technical environments and application code, as well as documentation for ongoing management, from the incumbent vendor, to meet all of the Operational Readiness Criteria and assume responsibility for the system. (Completed.) • Operate and maintain the Wyoming Eligibility System (WES) and address identified Defects and Enhancements of the current system. • Provide Operations and Maintenance services, including, but not limited to, documentation maintenance and updates, environment maintenance and updates, defect resolution and performance maintenance and updates. • Provide Help Desk and end-user support. • Address deficiencies and resolve identified defects in the current WES environment. • Provide ongoing security management. • Provide system hosting services (full hardware and software hosting for the system).	

- Support the Agency and the Customer Service Center (CSC) contractor to assist in CMS compliance needs, and assist the Agency in interpreting future Federal policies and requirements.
- Design, develop, and implement agreed upon system enhancements.

Project Description:

Wyoming WES is a fully functional Medicaid eligibility solution (MAGI and Non-MAGI). WES includes a 24x7 accessible online application (Self-Service portal) for a seamless user experience, along with a Worker Portal that provides workers with eligibility and case management features for application intake and processing, workflow, case maintenance, renewals, interfaces, and document management system EDMS (document imaging, capture, and view, integrated with the Worker Portal). WES exchanges data with both federal and state data sources through both real-time and via batch interfaces to support eligibility determinations and is integrated with MMIS.

WES supports the following programs:

- Medicaid (MAGI and Non-MAGI)
- CHIP eligibility
- State Supplement Payments (supplemental cash assistance for certain SSI recipients)

Vendor's Involvement (Role and Scope):

The WES system provides benefits to about 63,000 Medicaid recipients, is used for about 46,000 distinct cases and integrates with other Federal Partners including: Social Security Administration, Internal Revenue Services, Public Assistance Reporting Information System, and Federal Data Hub.

- Deloitte is providing comprehensive IT services to the State of Wyoming in hosting, maintaining, operating, and enhancing the WES Medicaid system.
- Additionally we bring business and policy expertise to the project to support the State in planning and implementing required and desired functionality, which meets the goals of ensuring the productivity of the workers, easing of use of the clients, and adherence to regulations, requirements and best practices.
- System knowledge from a business-use perspective is also a feature brought to the State with our staff that operate the Help Desk, who field calls from the users of the Worker Portal.

Primary platform on which the application is developed:

- Java/J2EE
- Oracle Database
- IBM WAS/Jrules
- JBoss Application Server
- RedHat Workflow Management tool (BRMS)
- Mulesoft Mule ESB (Enterprise Service Bus)
- Pentaho Reporting and Business Analytics
- HP Exstream
- Control-M scheduling software

Deloitte is responsible for the following services:

- Ongoing Maintenance and Operations, including hardware and software hosting
- Project Management
- Remediation of inherited system defects
- Testing
- Implementation and Training

- Help Desk operations

1. Application Maintenance and Operations (M&O)

The scope of M&O includes ongoing maintenance and operations of the Medicaid Eligibility system and supporting applications (e.g. Client Web Portal, EDMS) built on Java/J2EE technology stack. The core application has about 1.7 million lines of code and has about 51 reports which includes the recurring ad hoc reports.

2. Application Enhancements and Development

Transition from the incumbent vendor was completed successfully, and we are currently in a "stabilization" phase which has included successful COLA and 1095B processing;

3. Design, Development, Implementation of Enhancements

Including: presumptive eligibility, a Division of Workforce Services interface, additional workflows, H15 account transfer, H09 IRS income interface, Quality Control reporting, MEC functions such as 1095B and MEC corrections are underway or planned.

4. IT Operations Support

IT infrastructure services (ITIL services) include full hosting services (hardware and software), network management, Help Desk, change and release management, and performance management. These are full support services, meaning there are no direct client ITIL services involved in maintaining and operating the system.

5. Cyber Security and Privacy

Cyber Security and Privacy is managed as part of the IT hosting services.

6. Compliance and Methodology

The WES system complies with all applicable State and Federal privacy rules; development and enhancement services use a waterfall approach using Deloitte's Enterprise Value Delivery (EVD) methodology which aligns with both PMBOK and level 3 of the Capability Maturity Model Integration (CMMI) program.

Project Benefits:

The State of Wyoming WDH Agency has already praised us for our successful transition from the incumbent vendor, and our successful take-over of maintenance and operations. We have brought the client:

- Transparency: we inform and engage WDH in all of the maintenance and operations activities; we give them insight into our development environments and practices, and none of the work we do is done in a "black-box" or "behind-the-scenes" and out of their purview – which is in contrast to their prior vendor, and enables them to actively participate in decision making and direction setting for the project work
- Expertise with their system: the WY WES system is a "sibling" system to Montana's Medicaid system, which Deloitte also successfully took over and continues to maintain & operate, and enhance; our intimate knowledge of the State's system has allowed us to quickly identify improvements and best practices to streamline processes in the WY WES system
- Being a national leader in statewide IE systems has also proven to be beneficial to WY, for example by tapping the acquired knowledge of other States' approach to the recent 1095B federal requirements, Wyoming has benefited from the knowledge that their actions in regard to vague instructions from the Federal government are commensurate with the same actions taken by other States, allowing them to be prepared, in advance, for the necessary end-of-year actions.

VENDOR KEY PERSONNEL ASSIGNED TO PROJECT	
Name: Rakesh Duttagupta (Referenced Project Key Personnel)	Role: Managing Director
Name: Neil Killey (Referenced Project Key Personnel)	Role: Project Manager
Name: Pritesh Bhawsar (Referenced Project Key Personnel)	Role: Operations/Technical Manager
Name: Macvin Gonsalves (Referenced Project Key Personnel)	Role: Application Development Lead
Name: Nancy Brice (Referenced Project Key Personnel)	Role: Production Support (Policy) Analyst
Name: Pragati Dwivedi (Referenced Project Key Personnel)	Role: Testing Lead
Name: Cheryl Meyer (Referenced Project Key Personnel)	Role: Training and Help Desk Lead

PROJECT MEASUREMENTS				
Operating Budget of Organization: N/A		# of Employees and External Users: 75		
Initial contract value: $20,705,614		Actual contract value: $20,705,614		
Reason(s) for Change in contract value: Not Applicable				
Estimated Start & Completion Dates	From:	7/1/2016	To:	6/30/2020
Actual Start & Completion Dates	From:	7/1/2016	To:	Ongoing
Reason(s) for Difference Between Estimated and Actual Dates: Not Applicable				
If the Vendor performed the work as a subcontractor, the Vendor should describe the scope of subcontracted activities: Not Applicable				
Describe the project's billing and invoicing procedures and any special accommodations: Monthly fixed-price invoice delivered upon approval by the client of a monthly status report. Enhancements are separately priced via Change Requests, and invoiced upon delivery and acceptance of the code into the production environment.				

Table 10. Reference 10

VENDOR INFORMATION	
Vendor Name: Deloitte Consulting	Vendor Contact/Name: Debasis Saha
Project Dates: 01/01/1997 - Ongoing	Vendor Contact Phone: +1 415 783 5374
CUSTOMER INFORMATION	
Customer Organization: State of Florida Division of Retirement	Customer Contact Name: Elizabeth Stevens
	Customer Phone: +1 850 778 4400
Customer Address: 1317 Winewood Boulevard, Building 8, Tallahassee, FL 32399	Customer Email: elizabeth.stevens@dms.myflorida.com
	Customer Fax: +1 850 410 2010
PROJECT INFORMATION	
Total Vendor Staff:	18

Project Objectives:

Managing the benefits administration for a growing membership of active and retired public workers created a strain on the Florida Division of Retirement technical systems. The Division needed to replace its outdated and costly mainframe systems, integrate all its systems and processes, develop interfaces with external systems, improve data quality, and reduce manual processes.

Before Deloitte implemented its pension administration solution (DPAS), the Division staff could not easily retrieve retiree, member, and employer data and could not easily produce ad hoc reports because they lacked a relational database and reliable reporting tools. The existing legacy systems stored data inconsistently and the data was difficult to access. The Division sought a design and development partner to implement a flexible and open retirement system that would use proven technologies, integrate with external systems, enhance data quality and integrity, increase operational efficiencies, and improve service to its customers (employers, members, and retirees). In addition, the Division was seeking to meet the following objectives:

- To improve service and provide more consistent services to both employers and members (active and retired)
- To raise technical and operational productivity
- To enable quicker access to information
- To provide enhanced technical support for users

On the basis of Deloitte's proven integration methodologies to promote return on investment, local onsite support, and strong track record of implementing successful solutions in the public retirement industry, the Division engaged Deloitte to deliver a pension administration solution that addressed the challenges the Division was facing.

Other objectives of the project included the following:

- Improve the functionality, stability, and maintainability of Division's retirement systems by replacing legacy applications with client/server and Internet-based applications
- Improve the access to forms, documents, and other member information for Division employees
- Reduce paper processing by making processes more efficient and taking advantage of enabling technologies

- Improve staff productivity by incorporating new systems and tools to focus staff on value-added activities
- Reduce data redundancy

The Division also required a reduction of the high manual labor costs associated with the legacy systems and multiple versions of its own data. Handoffs of processes and activities to decentralized workgroups resulted in bottlenecks and time delays.

After the implementation of its new pension administration solution, the Division realized that it did not have the staff or experience to maintain its new system, so the Division turned to the Deloitte team for long term application development, infrastructure, and user technical support including a help desk. The long term engagement had additional objectives for Deloitte to perform the following functions:

- Perform infrastructure support, asset management, and help desk activities
- Maintain and enhance the new pension administration solution and other software applications
- Act as a technology adviser to the Division
- Act as an IT liaison with other State initiatives affecting the Division's technology
- Act as a business adviser recognizing the impact that legislation may have on the existing systems and processes
- Prepare the required IT management reports, documenting the levels of service and making adjustments to the service levels as appropriate
- Assist the Division with annual responsibilities (including COLA, member annual statements, National Guard benefit recalculations, actuarial reporting, and IRS filing)
- Document changes to existing applications and infrastructure

Project Description:

Deloitte's Pension Administration Solution (DPAS) is a comprehensive retirement information system for the State of Florida Division of Retirement that manages retirement benefits for approximately one million active and retired members.

Vendor's Involvement:

Deloitte's team includes people on both the infrastructure and application teams that have served the Division since 1997. Deloitte's experienced team continues to provide IT managed services that have brought significant value to the Division. Our experienced team brings an extensive range of technical skillsets and business knowledge of the applications - not only do we have hands-on experience with the Division's applications and infrastructure, we also have longstanding experience with how the Division's staff interact with the applications and associated key business processes. That means we are confident the Division's applications will continue to run smoothly and uninterrupted, while meeting all the operational requirements and project SLAs. Deloitte brings the knowledge gained from serving the Division and its entire infrastructure. The Deloitte team has a broad range of experience that encompasses the necessary technology services required by the Division. We have significant experience providing solutions to the public sector and state retirement systems, and that has translated into 20-year track record of success implementing our Deloitte Pension Administration Solution (DPAS) for public pension systems, including the State of Florida. Deloitte is a leader in the public pension and retirement marketplace and have completed projects for more than 20 state retirement clients over the past 30 years - solutions that have been integral in supporting pension plan administration. Our National Retirement Practice has provided services to many of the nation's largest and most complex public employee retirement systems. We deliver wide-ranging services and innovative solutions for retirement systems that serve government employees, teachers, universities and public safety.

We believe in continuous improvement and customer service advancements - as demonstrated by how we have met the Division's evolving needs over the past 20 years - and we continue to add to that success by focusing on new innovative ideas and solutions. For example:

- Continued modernization efforts of the Division's systems and software applications

- Comprehensive integration with the contact center's CRM platform
- Enhanced Managed Services and governance using a capacity-based model
- Mobile computing and cloud technologies
- Modernization of FRS Online with an improved user experience, including new member self-service transactions (e.g. Apply for Retirement Online) and enhanced integration with the FRS employers
- Rapid response to future legislative changes impacting the administration of the FRS

Because we start from a platform of knowledge gained by working directly with the Division, we are in a position to add real value.

Deloitte was responsible for the design, development, and implementation DPAS which was successfully implemented in December 1999 and we are currently providing full application maintenance and technology services for the production system. The overall solution includes document imaging, workflow, Oracle database services, and Internet solutions integrated with the business application software. This large-scale system development effort was implemented in phases over a 3-year period. Under our long term application support and maintenance agreement, we have implemented defined contribution functionality, Internet self-service, new call/contact center functionality, and HP Exstream to support correspondence output. Technology tools used as part of the implementation include PowerBuilder, Microsoft Visual Studio, Microsoft .NET, Oracle, Microsoft SQL Server Reporting Services, Cognos, Process 360, Microsoft SQL Server, HP Exstream, Microsoft Dynamics CRM.

1. Application Maintenance and Operations (M&O)

For Maintenance and Operations (M&O) services, Deloitte leverages a team that has brought significant value to the Division over the years. Deloitte has assisted the Division with the design, development, and implementation of numerous new systems and enhancements. We have maintained and enhanced the pension administration solution (line-of-business software application), implemented CRM along with additional functionality to FRS Online (Internet self-service software application). We employ a set of best practices and efficient processes (refer to EVD methodology under Item 7 below) for performing software maintenance as well as new development.

The Division's vision for M&O requires an ongoing, disciplined; low-risk approach based on established project management best practices following Project Management Institute (PMI) recommended methods and Information Technology Infrastructure Library (ITIL) framework. The Deloitte team includes five members that are PMP certified and five members that are ITIL certified. The Division relies on our Deloitte team to effectively manage the software operations and maintenance activities associated with M&O aspects of our contract with the Division. This includes support of all hardware and software required to support the systems and applications in place at the Division.

Deloitte drives an efficient applications operations function. We have provided operations support for the Division for more than 16 years; successfully managing its infrastructure for production and lower environments. Based on this experience, industry standards, and lessons learned from other Deloitte Pension System projects, we have developed and refined our approaches to produce the best outcomes for our clients as reflected in our EVD methodology. Deloitte's approach for operational effectiveness is results-driven and focused on accelerating value for the client and driving the performance of everyday operations. Examples of the benefits that we bring to the Division include:

- Demonstrated procedures based on best practices and lessons learned from the successful operations of similar Pension applications
- Responsiveness and effective communication to minimize issue resolution time
- Business continuity planning that minimizes impact in the event of a disaster recovery declaration

2. Application Enhancements and Development

We first teamed up with the Division in January 1997 to implement one of the industry's most impactful pension administration systems, known as IRIS (Integrated Retirement Information System). This partnership of 20 years has resulted in a number of enhancements to FRS processes and technology in place to serve FRS members, retirees, employers, and business partners. We continue to bring a set of best practices and efficient processes (refer to EVD methodology under Item 7 below) for performing new development and enhancements that the Division is looking for along with its incremental modernization of the existing solution. We use these leading practices in carrying out current and future enhancements such as:

- Self-Service - An ambitious future-looking initiative for the retirement industry is to push as much of the retirement process online for the user.
- Process Automation - Related to self-service functionality is the ability to automate processes end-to-end with no manual intervention required, with some states reporting significant success (90% or more of transactions and/or transaction volume) going straight through from customer self-service to completion with no manual staff intervention. The key drivers to achieve this is removing barriers for process automation whether internally or externally imposed, and a high degree of data management controls to guarantee data cleanliness.
- Paper Reduction - Deloitte has helped the Division realize major enhancements and milestones in regards to paper reduction. One milestone was when our team helped the Division transition from paper record documents to a fully functional electronic platform. This transition was realized with the implementation of the IRIS system which included the Process360 (formerly ViewStar) imaging and workflow system. We took paper off the floor i.e. we scanned/indexed and created e-folders and now all documents are searchable/accessible online via IRIS.
- Data Analytics - Improved data analytics and reporting, supported by functionality and processes to enhance data completeness, accuracy and aid in Division decision making.
- Mobile Enablement - Yesterday, the Internet defined accessibility. Today, it is a mobile world where tablets and smart phones are the preferred Internet access devices. In 2014, mobile Internet usage overtook desktop online use. A Web site alone is not enough. Users want and expect mobile options for accessing information and interacting with organizations. On top of that, users are more tech-savvy, comparing products and services to the best digital technologies and companies. As an experienced mobile application developer, Deloitte has developed over 240 mobile applications for public sector and commercial clients within the last 5 years. We bring to the project Deloitte's knowledge, skills, assets, and experiences.
- Functional Enhancements - Along with a refreshed user interface design and experience, members would also benefit from additional functional enhancements. Some of these enhancements could include:
  - Applying for Retirement - Currently this is a paper process requiring members to submit forms and other pieces of information to the Division to apply for retirement. Allowing members to apply for retirement online and track the status of their application would reduce paper correspondence, reduce phone calls, and speed up the process of getting applications finalized and members on the payroll
  - Service Purchase - FRS members are able to purchase certain types of service under the FRS. Similar to applying for retirement this would provide similar benefits and efficiencies
  - Online Chat - Chat is a great feature that gives users quick access to a support representative. This would reduce call volumes and give members more options for connecting with Retirement staff
  - CRM Activities - The Division call center staff create CRM activities from phone calls and emails. Enhancements could be made to FRS Online to allow users to create their own activities or cases based on scenarios and types defined by the Division. This could help to reduce phone calls to the Contact Center and reduce time to resolution by getting requests to the appropriate group for processing
  - Employer Reporting Improvements - FRS Online provides many services and features for employing agencies including reporting of monthly contributions. A big focus for the Contributions

area has been on finding ways to reduce the amount of time and staff needed to work payroll errors. Some enhancements have been made in this area but more can be done to put more responsibility on agencies to ensure clean data is provided to the Division. Increasing the number of errors that are designated as fatal and adding more errors that can worked online such as the 250% edit would reduce the workload on Contributions staff

3. Enterprise Data Warehouse (EDW) / BI / Reporting

Deloitte supports the Division's Reporting and Decision Support (RDS) data warehouse used for query and reporting needs. Cognos Impromptu is the primary query and reporting tool used to generate reports to support actuarial processing and to generate the FRS Annual Report. Cognos Impromptu is also used for various ad hoc and canned reports maintained by the individual business sections. The Deloitte team is responsible for supporting user requests related to Cognos Impromptu or the content of the RDS data warehouse. Folders have been defined in the Cognos Impromptu catalog (rds.cat) to make it easier for users to get the reports they require. The RDS data warehouse contains about 250 database tables. Some of the tables in RDS are specific to actuarial data and others are copies of select tables from the production IRIS database that were identified as candidates for decision support reporting. The RDS database is refreshed on a schedule by dropping and recreating tables using queries against the IRIS production database. The refresh scripts are scheduled to run nightly, weekly, or monthly depending on the set of tables being refreshed. The refresh scripts are run via a Linux scheduler-using scripts set up on a database server separate from the production database server.

4. Resources Provisioning

Deloitte has an experienced service delivery team in place providing technology services to the Division - the majority of Deloitte team members work onsite at the Division. As part of a recent modernization initiative, the Division approved Deloitte's use of offsite development team members, which has extended the team's capacity by leveraging experienced Microsoft .NET resources who have been able to contribute to the modernization initiative.

To manage and enhance the Division's mission-critical applications, Deloitte brings a powerful combination of resources: a Project Management Professional (PMP) certified project manager with experience in the delivery of Retirement solutions; a committed and flexible team that is local with deep technical skills; functional expertise in Retirement systems development and O&M - including a successful history of providing O&M services to the Division.

Deloitte's team has been in place over the many years working side-by-side with the Division while providing exceptional service. Through these many years of service our team has built up a tremendous amount of experience and knowledge not only in the skills and technology used to support the Division's systems but in the business rules, policies, and procedures of the Florida Retirement System. Collectively our team has more than 100 years serving the Division and Florida Retirement System. Deloitte has been a valuable partner capable of contributing to the Division's continued success and ability to serve its customers.

5. IT Operations Support

Deloitte has provided infrastructure and system administration services to the Division of Retirement for over 16 years. Our engineering professionals continue to deliver high quality service and support to meet the Division's unique technology requirements. Our staff knows and understands the needs of the Division and continue to work daily to carry out the systems administration functions needed to keep the Division's applications and servers functional and responsive. Services include:

- Server Hardware Support - Deloitte provides server hardware support through effective management and maintenance of inventory and active monitoring of hardware components. We support over 10 physical servers and over 80 virtual servers. Deloitte has refreshed the Oracle database platform and virtual server hardware four times in last sixteen years. We have an understanding of each and every hardware component, including skills needed to keep the server environment running healthy.

- Firewall Administration - Firewall administration is very important to maintaining the integrity of the Division's infrastructure environment and data. Our firewall administrators deployed redundant firewalls in each of the Division locations to control the flow of traffic into and out of these sites. In addition, the firewalls have been configured to analyze packets against known signatures to prevent possible attacks.
- Network Switch Administration - Deloitte implemented and maintains network switches to support connectivity for what the Division needs now and also into the future. The current network was designed and deployed by Deloitte to provide voice over IP technology to the desktop while maintaining maximum available bandwidth for the Division's applications.
- File & Network Print Support - Deloitte provides file share configuration support for 52 file shares. These shares include departmental data, application data shares, user file shares and system level shares.
- Domain Services Support (DHCP, DNS & Domain Controllers) - Deloitte manages DHCP and the dedicated DHCP servers assigning IP addresses to both the phones and workstations.
- VMware Administration - Deloitte designed, deployed, maintained and monitored the Division VMware environment since 2008. The seven ESXi servers used today are deployed in three clusters, production, test, and the DMZ. The environments are separated to isolate processing needs of test and development from impacting production as well as keeping the applications used by external users apart from the internal network. These servers run over 80 windows hosts, UNIX hosts, and network appliance platforms.
- Document Scanner Support - Deloitte provides support for the scanner hardware and scanner software that provides the ability to get paper documents into workflow. Deloitte also serves as the IT liaison when there are issues encountered that requires support from the scanner maintenance contracted vendor. Deloitte also provides support for issues with the transport of document batches from the scan server to the primary Process360 file and database server.
- SQL DB Administration - Deloitte manages and monitors the Division's Microsoft SQL Server database environments. There are 18 production Microsoft SQL databases that Deloitte manages. Deloitte has configured monitoring for each database. Critical database functionality such as space availability and log files are monitored on databases using database alerts configured in Microsoft SQL. Deloitte responds to emails and text alerts configured in the monitoring solutions. In addition, the Process360 workflow environment is monitored through SQL queries and scripts checking for anomalies, such as duplicate workflow packets. Regularly scheduled maintenance jobs are setup for each databases. These jobs perform log transaction log dumps, backups, database optimizations as well as checking the database for any errors. Deloitte staff also refresh test environment with current production workflow databases for the purpose of testing application functionality.
- Oracle Database Administration - Deloitte's Oracle Database Administrators provide services for maintaining the Oracle Database environment. We use Oracle Enterprise Manager to monitor performance and gather statistics on the database environment, including disk usage, user activity, memory usage, and query execution times. Oracle Top Sessions Manager, part of the Oracle Enterprise Manager Suite, is used to administrator and view the resources consumed by each process and determine where bottlenecks or high utilization occur. These tools provide our administrators with the necessary information to make capacity planning decisions on resource needs.
- UNIX Administration - Deloitte provides experienced UNIX administrators to manage the Division's Oracle Database Appliance environment and other UNIX platforms. The Oracle Database Appliances, at their core, are UNIX servers. These servers are lifeblood of the Division's core applications: CRM, IRIS and FRS Online.
- Windows Administration - Deloitte's Windows systems administrators manage and maintain over 80 windows servers. These servers run various components of the Division's business processes.
- Storage Administration - Deloitte provides storage administration services for the Division's array that houses all the data for the VMWare server environment. Deloitte implemented a Dell

EqualLogic SAN Storage Array on a dedicated iSCSI network. The storage is primarily allocated to the VMware ESXi hosts, but also provides storage for call recordings.

- Server and Application Monitoring - Deloitte monitors the applications, servers, hardware and data 24 hours per day, 7 days a week. Minor alerts and alarms are raised via email. Major alerts, in addition to email are sent to an on-call phone for immediate attention. Monitoring is done through multiple systems to avoid a situation where the alert cannot be sent because a key component is not responding. IP Sentry monitors the much of the Windows environment; checking on server availability, resource utilization, services and event logs. Oracle Enterprise Manager is monitoring the Oracle Databases and Oracle Data Appliances. A custom monitoring service was implemented to monitor workflow queues and other aspects of the application environment. When alerts are raised, Deloitte staff responsible for the alerting system respond.
- Server and Storage Capacity Planning - Deloitte's proactive capacity planning is a key to being prepared to accommodate the expansion of usage and data growth over time. Hardware environments such as storage area networks (SAN), Database Servers, VMware servers, Network components as well as Virtual servers may need to scale to support the growth of the system, especially as new integration points are implemented, document repositories are filled, online services are exposed, and registered user accounts trend upward. We work with the Division to determine the needs and work with the Division providers such as MFN and the state data center as well as the hardware vendors then apply our established Capacity Planning approach used to successfully manage significant growth in previous years for the Division.
- Server OS Upgrades and Patching - Deloitte uses Microsoft System Center Configuration Manager to deploy upgrades and patches. One of the most critical pieces of being able to manage upgrades and patching is an accurate inventory of workstations and servers. Not just an asset number, but an inventory of software and patch levels currently in use on the device. This information allows Deloitte to effectively determine patches required and timely schedule the deployment and remediation of the entire environment. The second most critical piece is the understanding of when to deploy. First and foremost, except in emergency situations, patches are deployed in a manner that does not interfere with the Divisions daily work.
- Technical Support/Help Desk - Deloitte's Technology Support Center (TSC) is the one-stop provider of technology-related support to the Division. TSC is staffed by experienced Deloitte technicians who understand the Division's applications, infrastructure, users, and strives to achieve the highest levels of customer support. Our staff understands how to properly route complex application issues to the right technician, avoiding long delays resulting from improper assignment. Deloitte provides staff for Technical Support and Help desk services to approximately 200 users and 250 desktops and the applications that run on them. Deloitte provides on-call staff who carry an after-hours support phone and are accessible by Division's staff and respond to alerts triggered by the monitoring system.
- Build / Release Management - new software releases are performed on a weekly build deployment schedule. After modifications have been tested and approved in the testing environment by the Division testing team members and are ready for production, release notes are entered by the developer using a Release Notes module.

6. Cyber Security and Privacy

Deloitte is recognized as a leader in security and risk consulting services. We are recognized by several leading IT research firms as a leader in the information security consulting space based on our client qualifications, experience, thought leadership, and vendor relationships.

We collaborate with governments and businesses on cyber initiatives, such as co-chairing the Center for Strategic and International Studies' Commission on Cybersecurity for the 44th presidency and coauthoring the Federal Identity Credentialing Committee Identity Management Handbook. We have collaborated with the National Associated of State Chief Information Security Officers (NASCIO) in 2010, 2012, 2014 and again in 2016 to conduct a national cybersecurity survey. In 2016, the participants included 49 state Chief Information Security Officers (CISOs) and 96 state officials from a broad cross-section of states.

Our state sector cybersecurity footprint involves working with government agencies on advanced threat solutions, such as the National Institute of Standards and Technology's cyber security framework, as well supporting agencies across 36 states. This includes supporting multiple agencies in the State of Florida on a variety of information security and data privacy initiatives. Most recently we have provided services to the State of Florida Department of Education (DOE) and Department of Children and Families (DCF).Additionally, our standard methodologies and processes incorporate procedures so security protocols are followed from development, through deployment, and to production.

7. Compliance and Methodology

Deloitte has a longstanding methodology and set of processes for system implementations and software development, which our team follows while providing OM&E services at the Division. We collectively call these processes and methodology as Enterprise Value Delivery (EVD) methodology. The EVD method is founded on the Software Engineering Institute's (SEI) Capability Maturity Model Integration (CMMI), infused with IT Infrastructure Library (ITIL), Project Management Body of Knowledge (PMBOK) standards along with federal standards such as Americans with Disabilities Act Section 508. It leverages existing assets such as a set of pre-defined deliverable templates and an estimating tool. These methods and tools accelerate the development and deployment of enhancement in a structured, disciplined, and predictable manner. EVD provides detailed guidelines, procedures and processes for project management, quality management and change management, instrumental in bringing enhancements to fruition. Further, EVD embraces ITIL guidelines for Continuous Service Improvement, which aim at improving existing processes for delivering enhancements at the Division. Each enhancement is moved through a logical set of phases: requirements, design, implementation, testing, and deployment. Each change requires approval from a change control board consisting of members from the Division and Deloitte's team of experienced developers and practitioners. Each change is evaluated and assigned a priority and its impact on related areas are determined and documented. Upon documentation of the severity, impact, and prioritization of identified changes, Deloitte and the Division jointly plan additional releases and develop a delivery schedule to address and implement the requested changes. The enhancements are then implemented. User acceptance and regression testing including the performance testing follow this process.

Project Benefits:

Our strong relationship and project success has enabled the Division to improve its pension administration processes and enhance access to its data. Project benefits include the following:

- Implementation of rules-based processing in stored procedures
- A better user interface which increases efficiency, improves productivity, reduces errors, improves acceptance, and reduces training
- Improved data access and the ability to expand the system's functionality because of the scalable, modular custom design
- Reduced manual paper-based functions, allowing staff to spend more time interacting with customers and improving service
- Implementation of more efficient processes, yielding time and cost savings
- Improved data control and integrity, thereby reducing data redundancy
- Improved security for transaction-based processing
- Implementation of application-level security, controlling access to certain types of functions
- Retirement of costly mainframe legacy platforms, yielding a cost benefit
- Migration of staff from task-oriented to value-added functions - the system now performs many routine, manual processes
- Better ability to respond to pension reform by avoiding the opportunity cost of delays in implementation of legislative mandates

"We have partnered with Deloitte since 1997 and are extremely pleased with our relationship. Throughout the years, we have seen our workload increase and our workforce decrease, all the while providing outstanding service to our members. We could not have realized this without our new pension system implemented and maintained by Deloitte." – Former Division of Retirement Director				
VENDOR KEY PERSONNEL ASSIGNED TO PROJECT				
Kelly Laird (Referenced Project Key Personnel)		Project Director		
Jay Waller **(ISS Key Personnel)**		Project Manager		
PROJECT MEASUREMENTS				
Operating Budget of Organization: N/A		# of Employees and External Users: 200		
Initial contract value: $16M		Actual contract value: $64M		
Reason(s) for Change in contract value: Initial $16M was for 3 year new pension administration solution implementation project and 1 year of warranty. Total contract value of $64M is equal to the initial $16M plus $48M for subsequent 16 years of operation, maintenance, and enhancement services at $3M per year.				
Estimated Start & Completion Dates	From:	January 1997	To:	January 2000
Actual Start & Completion Dates	From:	January 1997	To:	Ongoing
Reason(s) for Difference Between Estimated and Actual Dates: State of Florida Division of Retirement made a decision to sign a long term contract with Deloitte to outsource operation, maintenance, and enhancement services after the successful implementation of the new pension administration solution.				
If the Vendor performed the work as a subcontractor, the Vendor should describe the scope of subcontracted activities: Not Applicable				
Describe the project's billing and invoicing procedures and any special accommodations: Monthly billing process in which Deloitte issues an invoice to the Division for prior month services.				

Table 11. Reference 11

VENDOR INFORMATION	
Vendor Name: Deloitte Consulting	Vendor Contact/Name: Todd Higgins
Project Dates: 01/01/1991 – 12/31/2017	Vendor Contact Phone: +1 317 656 2417
CUSTOMER INFORMATION	
Customer Organization: State of Indiana, Family and Social Services Administration (FSSA)	Customer Contact Name: Adrienne Shields, Director, Division of Family Resources
	Customer Phone: +1 317 234 2373
Customer Address: 402 W Washington St Rm W392 Room FSSA Indianapolis, IN 46204	Customer Email: adrienne.shields@fssa.in.gov
	Customer Fax: +1 317 232 4490
PROJECT INFORMATION	
Total Vendor Staff:	49

Project Objectives:

- Incorporating State/Federal mandated policy changes into the Indiana Client Eligibility System (ICES) and also performing maintenance activities by improving flexibility and reaction to policy changes.
- Implementation of a policy rule engine and data exchange gateway components to meet the Patient Protection and Affordable Care Act (PPACA) objectives, including integration with the Federal Data Hub and the Federal Facilitated Exchange (FFE)
- Implementation of Electronic Disqualified Recipient System (eDRS), which is an interface to provide caseworkers with a real-time access to disqualified recipient's information from the Food and Nutrition Service (FNS) through an automated web service.
- Implementation of Medicaid expansion through Health Indiana Plan (HIP 2) Plan which utilizes the equivalent to a Health Savings Account.
- Determine eligibility and issue benefits in a manner, which helps to ensure that eligible persons in need of assistance are aided promptly.
- State Eligibility systems to be compliant to all Patient Protection and Affordable Care Act (PPACA) regulations, be MITA compliant and adhere to CMS Seven Conditions and Standards
- Thirteen Medicaid Categories were moved to use the MAGI-based eligibility determination methodology
- Achieve efficient operation of the public assistance programs by reducing administrative overhead costs associated with program administration.
- Improve productivity by automating many key tasks, particularly the eligibility determination process.
- Develop a data warehouse and decision support system (COGNOS) for the Medicaid Program evaluation agency.
- Leverage Existing Assets to Reduce Risk – Based on the aggressive timelines associated with the PPACA, the State's plan includes reusing existing systems, where possible, to mitigate schedule risks.

Project Description:

Indiana Client Eligibility System - ICES is a large-scale, FAMIS certified, online, automated system, which supports workers' activities in administering eligibility programs. ICES automates the six (6) major public assistance programs administered by Indiana:

- TANF
- Medicaid

- SNAP
- Refugee Assistance
- JOBS/IMPACT
- Healthy Indiana Plan (HIP)

Vendor's Involvement (Role and Scope):

- Deloitte Consulting worked with FSSA and FSSA Business partners to complete major changes to the ICES system in order to support Affordable Care Act and Indiana's Healthy Indiana Plan (HIP 2) project. The ACA project allowed Indiana to process Health coverage applications submitted through Federal Facilitated Marketplace being directed to Indiana and the ICES system.
- The HIP 2 project supported Indiana's expansion of health insurance coverage for qualified low-income individuals aged 19 to 64, who are not eligible for Medicare or another Indiana Medicaid aid category.
- These large scale projects included integration of new business operations of FSSA into ICES, and also included new interfaces with the workflow management system, MMIS system as well as the FFM. As a part of these initiatives, ICES has in addition to its mainframe roots established numerous web services to transfer and accept data.
- Deloitte Consulting also initiated an effort to develop a data warehouse and decision support system (COGNOS) for the Medicaid Program evaluation agency. The data warehouse provided the State with its first ability to track Medicaid recipients' eligibility denials and closures. This data warehouse has been proven critical for program evaluations of Medicaid policy initiatives.

ICES is a host-based processing system on an IBM mainframe in a centralized database. The ICES system includes numerous interfaces to state and federal systems such as MMIS, IV-D, and SSA. Statewide, at the time of deployment, ICES had 5,000 users and 134 remote sites. Over 2,500,000 transactions were performed each day. This system immediately impacted over 400,000 cases which contained information for over a quarter million individuals. Currently system performs over 7,000,000 transactions each day. Currently Indiana has over 700,000 open cases and over 1,000,000 individuals.

Deloitte Consulting is responsible for maintenance, modification, enhancements, and operational support of the ICES:

1. Application Maintenance and Operations (M&O)

The goals of the Deloitte team for effective maintenance and operation activities are:

- Improving productivity by automating many key tasks, particularly the eligibility determination process.
- Improve flexibility and reaction to federal and state policy changes.
- Provide uniform and equitable program administration.
- Determine eligibility and issue benefits in a manner, which helps to ensure that eligible persons in need of assistance are aided promptly.
- Achieve efficient operation of the public assistance programs by reducing administrative overhead costs associated with program administration.

2. Application Enhancements and Development

Some of the enhancements that were completed during the current contract period are: Affordable Care Act (ACA) Implementation, Medicaid Expansion thru HIP program, 1634 Transition Implementation, Data Match with Hoosier Lottery, and The Work Number Interface with Equifax Implementation, SNAP Staggered Issuance, Transition to eDRS Web Services, and runtime improvements.

- Deloitte was selected to implement a policy rule engine and data exchange gateway components to meet the Patient Protection and Affordable Care Act (PPACA) objectives, including integration with the Federal Data Hub and the Federal Facilitated Exchange (FFE).
- Deloitte also implemented Electronic Disqualified Recipient System (eDRS), which is an interface to provide caseworkers with a real-time access to disqualified recipient's information from the Food and Nutrition Service (FNS) through an automated web service.
- Deloitte implemented a policy rule engine and data exchange gateway components to meet the Patient Protection and Affordable Care Act (PPACA) objectives, including integration with the Federal Data Hub and the Federal Facilitated Exchange (FFE). FSSA had a deadline from CMS to implement PPACA on SOA principles. Also, FSSA had under 10 months to adhere to CMS conditions and standards.
- Deloitte also implemented Electronic Disqualified Recipient System (eDRS), which is an interface to provide caseworkers with a real-time access to disqualified recipient's information from the Food and Nutrition Service (FNS) through an automated web service.
- Deloitte Consulting supported the issuance of one EBT card for childcare and FS/TANF recipients by establishing new web services applications. The new online (real-time) web service application was created to perform statewide clearance and provide ICES RIDs for Childcare applicants.

3. Enterprise Data Warehouse (EDW) / BI / Reporting

Deloitte Consulting also initiated an effort to develop a data warehouse and decision support system (COGNOS) for the Medicaid Program evaluation agency. The data warehouse was designed to consolidate the CHIP program and Hoosier Healthwise Medicaid data from ICES and other data sources to allow for program-wide reporting in the following subject areas; Medicaid enrollment and closure data, CHIP program enrollment trends and enrollment center application analysis. The data warehouse provided the State with its first ability to track Medicaid recipients' eligibility denials and closures. This data warehouse has been proven critical for program evaluations of Medicaid policy initiatives.

The COGNOS data warehouse has since been expanded to include Electronic Benefits Transfer reporting. Additionally, COGNOS is now used to publish ICES reports and this in itself resulted in Printing cost savings of over a million dollars each year. Deloitte Consulting's assistance with the COGNOS development initiative included data warehouse design and development, data extraction and cleansing, user training and standard report and query development. Deloitte Consulting utilized its Data Warehousing Methodology throughout this process.

The COGNOS solution provides our users with several types of user data access including:

- Online analytical processing
- Ad-hoc querying
- Standard reporting

Project Benefits:

Some of the benefits of the ICES system are:

- The uniform application of state/federal policy in all ninety-two counties
- Reduction in the Quality Control (QC) error rate
- Improved worker productivity, by relieving workers of clerical duties, complicated eligibility calculations, and paperwork
- Enhanced client services through the outreach concept, and improved timeliness and accuracy of benefit issuance

Some of the benefits of the recent enhancements to the ICES system are:

- Thirteen Medicaid Categories were moved to use the MAGI-based eligibility determination methodology
- Reduction in administrative overhead for Medicaid administration
- Reduction in technical debt by implementing open systems-based modules
- Reduced licensing costs from utilization of open source products such as Mule Community Edition and HornetQ
- Improved security and audit controls to meet NIST 800-53 compliance
- Medicaid Information Technology Architecture (MITA) Compliance
- Additional Interface Services which includes the use of the WorkNumber interface which allows more efficient processing of MAGI Medicaid categories due to reasonable compatibility rules related to income verifications
- Implementation of a Corticon Business Rules Management System (BRMS) has allowed the State to implement rules changes more efficiently and effectively handle the ever-changing eligibility landscape

VENDOR KEY PERSONNEL ASSIGNED TO PROJECT	
Name: Jim Perez (Referenced Project Key Personnel)	Role: Project Advisor
Name: Marat Bleykhman (Referenced Project Key Personnel)	Role: Project Manager
Name: Sandhya Srinivasan (Referenced Project Key Personnel)	Role: Functional Manager
PROJECT MEASUREMENTS	
Operating Budget of Organization: $195.8 million (FY – 2017)	# of Employees and External Users: Currently 4,500 users
Initial contract value: $15,172,834	Actual contract value: $43,449,382.44
Reason(s) for Change in contract value: The initial contract was for two (2) years. The State has executed renewal options to extend for a total of five (5) years and nine (9) months. The State has also amended the contract to add capacity to support two large policy initiatives that resulted in significant, unplanned enhancements - PPACA and Medicaid expansion (HIP 2.0).	

Estimated Start & Completion Dates	From:	4/1/2012	To:	3/31/2014
Actual Start & Completion Dates	From:	4/1/2012	To:	Ongoing

Reason(s) for Difference Between Estimated and Actual Dates:
The current contract was initially for 2 years and the State has exercised renewal options to extend the Maintenance and Operation of the ICES System along with projects related to the ICES system to increase system capabilities.

If the Vendor performed the work as a subcontractor, the Vendor should describe the scope of subcontracted activities: N/A – Deloitte Consulting LLP is the prime contractor

Describe the project's billing and invoicing procedures and any special accommodations:
The contract is a Time and Materials contract. Invoices are submitted to the client monthly based on the contract rate card and the hours expended for each project resource for the given month.

Table 12. Reference 12

VENDOR INFORMATION	
Vendor Name: Deloitte Consulting	Vendor Contact/Name: Kevin Armstrong
Project Dates: 02/01/2010 – 11/30/2014	Vendor Contact Phone: +1 613 751 5353
CUSTOMER INFORMATION	
Customer Organization: British Columbia Province of Canada	Customer Contact Name: Rob Byers
	Customer Phone: +1 250 216 8369
Customer Address: Suite 500 - 609 Broughton St Victoria, BC, Canada	Customer Email: Rob.byers@gov.bc.ca
	Customer Fax:
PROJECT INFORMATION	
Total Vendor Staff:	232

Project Objectives:

In 2005, the Province of British Columbia set out to build the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors. The Province recognized that to achieve that goal, service delivery would need to be unified between the two large social services ministries and that a revitalized case management and financial solution would be necessary.

Delivery of social services between the Ministries of Social Development & Social Innovation and Children and Family Development Services was siloed. Lack of information sharing between these organizations made it difficult to proactively develop future services, support broader Social Sector initiatives and develop a comprehensive integrated quality assurance system that could effectively monitor and track outcomes on clients served. Furthermore, the disparate and outdated technology resulted in inefficiencies for front-line staff and rising costs for the Province due to an inflexible and outdated platform.

The objectives of this project are:

- To help client realize the strategic vision of greater information sharing across the social sector in a secure manner to support the consistent delivery of social services, the ability to effectively monitor outcomes on clients served, and the ease to proactively develop future services.
- To reduce inefficiencies for front-line staff and rising costs by replacing disparate and outdated technology platforms.
- To deploy an integrated case management solution to address the operational needs of Ministry of Children and Family Development (MCFD) and Ministry of Social Development and Social Innovation (SDSI) using standard processes to improve individual outcomes for citizens.

Project Description:

Deloitte has been assisting the Province of British Columbia transform to a unified service delivery model to deliver child welfare and support, adult and family welfare, and employment services, using the Oracle Siebel Case Management solution integrated with Oracle Policy Automation (OPA).

Vendor's Involvement (Role and Scope):

Deloitte's relationship was built over a two-year period that consisted of working with the client and the vendor leading up to an official RFP response. The project spans four phases over approximately five years and is a great example of the Canadian and US firms collaborating to draw on their respective strengths in order to win the work and jointly deliver.

Deloitte analysis showed that the best plan would be to form a joint team of US and Canadian practitioners with 15-20 senior players from each country. As stated by Canadian Partner, Kevin Armstrong, 'Combined, the team brought depth in Health and Human Services, world class Siebel implementation skills and an appreciation for the unique challenges in B.C.'s public sector that were unmatched. In addition, the senior leaders selected for the pursuit shared similar collaborative styles that were evident to the client and paid off enormously in the end.' The project approach also involved outlining EVD methodology.

- Demonstrated the flexibility and innovation needed to work within the Client's unique organizational context across ministries and address process unification and standardization needs.
- Delivered a number of unique Siebel accelerators that greatly benefitted the Client by reducing the implementation timeline and differentiating the overall solution in the marketplace. These accelerators include: Forms Engine, Activity Plan Engine, Integration Engine, Error Handling Engine, and Visibility and Privacy framework. In addition, several Business Intelligence accelerators were delivered, including Automated Data Validation, Performance Dashboard, and Data Lineage.

- Delivered document management capabilities to associate attachments with corresponding records and maintain physical file transfer.
- Implemented Oracle Enterprise Data Quality (EDQ) solution which is expected to help improve the overall health of contact, address, and service provider data within the ICM System. Enabled EDQ searching functionality that comprised of fuzzy and phonetic rules to improve usability and user experience.
- Integrated Oracle Policy Automation (OPA) with Siebel in the public sector— the first project to achieve integrating this unique combination of tools. OPA assists in determining eligibility in relation to government policies, and also reduces the time needed to implement changes in policy and legislation.
- Enabled support for the multi-channel strategy of the province through Integration with a telephone solution for data validations, response and screen pop, and self-service web access for service providers.
- Leveraged Deloitte's industry, technology and human capital expertise to drive an innovative solution yielding information sharing and common business standards and procedures.
- Demonstrated the breadth and depth of our solution offerings leveraging Consulting, ERS and Tax with practitioners from Canada, United States, India, and Mexico.
- Leveraged User Experience (UX) professionals to assist in modelling the solution design and make the most effective navigation and usage experience for the internal and self-service users.
- Organizational change/transformational change competency and service area using EVD for Oracle methodology. In the approach refinement phase, Deloitte prepared the following deliverables:
  - Change management strategy
  - Communication strategy
  - Knowledge transfer strategy
  - Change readiness assessment strategy
  - Training strategy
- In addition to the deliverables prepared by the team, the change management team also facilitated:
  - Project team training for Siebel basics
  - Supported and advised on Ministry budget estimates for end-user training

Oracle's Siebel CRM solution for case management is being delivered as the core solution to replace existing technology and enhance delivery of service to clients.

This multi-year, multi-phased project began in March 2010 with Phase 1 successfully deployed to 1800 users in November 2010, Phase 2 deployed for 22 integrated programs to 8,200 users on April 2012, Phase 3 deployed in March 2013 to a total of 11,300 users and the final phase 4 deployed in November 2014 which delivered significant benefits for child protection, an improved user experience and additional self-service and contact center integration features.

This implementation integrated 25 programs across two ministries on a common business process and technology platform. The system supports $3.4B a year in benefits serving over 200,000 individuals and families each year. These services are delivered by 4,000 frontline workers and 12,000 contracted service providers and delegated aboriginal agencies (comprising about 25,000 employees) that collectively serve more than 300,000 individuals and families every year.

MINISTRY OF TECHNOLOGY, INNOVATION AND CITIZEN SERVICES (MTICS) is responsible for the delivery of BC Government services and programs to:

- Individuals, families and businesses through Service BC (including BC Online, Enquiry BC, and Government Agents), Network BC, and Freedom of Information and Protection of Privacy Act ("FOIPPA").

- Suppliers to the BC Government through BC Bid, and
- The public sector through Service BC (including BC Stats and the Service Delivery Initiative), Shared Services BC, Workplace Technology Services ("WTS"), Accommodation and Real Estate Services, the OCIO and the Corporate Information Management Branch.

MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT (MCFD) promotes and develops the capacity of families and communities to care for and protect vulnerable children and youth, and supports healthy child and family development to maximize the potential of every child in the province. MCFD is responsible for delivering services across the province by staff, Delegated Aboriginal Agencies, or Service Providers in the thirteen (13) geographic Service Delivery Areas.

MINISTRY OF SOCIAL DEVELOPMENT AND SOCIAL INNOVATION (SDSI) administers a multitude of programs that provide assistance for housing and social development support, giving all citizens of the province the opportunity to achieve their social and economic potential. The BC Employment and Assistance program provides temporary assistance, disability assistance, supplementary assistance and employment programs for citizens in need. Employment programs are aimed at helping unemployed citizens of the province prepare for and obtain employment.

The project team implemented EVD for Oracle as the overall deployment methodology and pioneered integration of Siebel CRM with OPA. The team also designed and developed an innovative, modular framework to address the privacy and visibility needs of citizens as part of the solution. The team worked with Oracle to deploy Open UI ahead of general release to improve user experience for the social workers in both the ministries.

- Defined a multi-phased approach that established a solid foundation in the first phase and planned subsequent phases with alternating complexity and breadth of scope, to deploy the overall transformation over five years enabling a smooth transition, effective change management and enhanced end-user acceptance for the client
- Adhered to the tenets of quick decision making, a focus on delivering the most impactful capability first, and a sacrifice of initial scope to provide accelerated relief to front-line workers in the multi-phased approach
- Defined an Onsite/Offshore delivery model that included practitioners from Canada, United States, and India to provide the right skills and qualifications, to ensure a timely delivery and reduce overall costs for the client
- Leveraged Deloitte's Enterprise Value Delivery (EVD) for Oracle methodology to guide best practices throughout the project and incorporated lessons learnt back into the methodology
- Facilitated program-specific business process use case sessions that detailed day-in-the-life scenarios to demonstrate our understanding of the business and the consequent fit to our proposed solution design. These use cases were used throughout requirements analysis, solution design, testing and training phases of the project.
- Empowered end-users through Joint Application Design (JAD) by holding multiple sessions to review solution capability as it was being built, ensuring that the project team clearly understood users' needs
- Used a powerful business rules engine for managing policy regulations and enforcing them via tight integration with the Siebel case management solution
- Maintained a low level of customization (under 8%) by requiring every nonstandard customization or change request to undergo detailed scrutiny through the architectural governance process that was put in place for the project
- Built dynamic engines (accelerators) to support evolving policies and to create reusable assets for other government agencies wishing to adopt the case management platform

- Enabled comprehensive testing and training and collaborative change management through a cohesive partnership with the client
- Developed a thorough governance process with multiple layers of committees that focused on project status, issues and risks throughout each phase and raised the overall quality of the product delivered to the Province.
- Defined future state vision for the project by unifying and strengthening the client's standard processes and procedures based on industry knowledge and prior experience deploying social services projects in other jurisdictions

In addition to the deliverables prepared by the team, the change management team also facilitated:

- Project team building – High performance team presentation, project team survey and project team focus groups
- Designing a team recognition program

Project Benefits:

- Unified delivery model using standard processes to improve the delivery of social services for children, family and adults.
- Enabled greater information sharing by using a single repository that supports all program areas and the sharing of tasks in one system.
- Enabled the sharing of Contacts and Case information with an intuitive GUI anchored in Open UI, TBUI (Task Based UI) and Activity Plans to guide users through the standard processes.
- Developed a new Privacy and Visibility framework that accounts for clients' privacy and gives the worker a comprehensive view of the citizen, this Framework drastically reduced privacy and security breaches upon implementation of this solution.
- Enhanced efficiency of front-line staff through the use of pre-populated forms that reduced errors and fraud. Over 500 electronic forms with digital signature and barcode technology have been built using Adobe Forms.
- Enabled worker accountability and the ability to monitor service delivery standards through the use of Activity Plans and Service Requests.
- Implementation of Oracle Policy Automation (OPA) increased responsiveness to policy and legislation changes to ensure the solution remains compliant at all times.
- Reduced new employee training time and overall process learning time to empower workers as quickly as possible.
- Ability to monitor key performance indicators and provide analytic capabilities to both workers and executives through implementation of BIP Reports and OBIEE.
- Designed and built 160 interfaces to 27 external information systems, resulting in the retirement of 17 information systems and nearly 500 disparate systems owned and operated by Service Providers.
- Reduced the average time to deliver benefits to clients, consequently allowing workers to handle a greater volume of cases and saving millions of Provincial taxpayer dollars.

VENDOR KEY PERSONNEL ASSIGNED TO PROJECT	
Name: Sucha Kukatla (Project Key Personnel)	Role: Senior Project Manager
Name: Kevin Armstrong (Project Key Personnel)	Role: Senior Solution Architect
PROJECT MEASUREMENTS	
Operating Budget of Organization: $195 Million	Approximately 5,000 employees and 3,500+ users.
Initial contract value: $150 Million	Actual contract value: $150 Million

Reason(s) for Change in contract value: Not Applicable				
Estimated Start & Completion Dates	From:	02/2010	To:	11/2014
Actual Start & Completion Dates	From:	02/2010	To:	11/2014
Reason(s) for Difference Between Estimated and Actual Dates: Not Applicable				
If the Vendor performed the work as a subcontractor, the Vendor should describe the scope of subcontracted activities: Not applicable				
Describe the project's billing and invoicing procedures and any special accommodations: The project involved milestone billings. The milestone was billed in full once the requirements of the milestone were accepted by the client. Expenses were billed as a percentage of fees and were pre-negotiated at the beginning of each phase of the contract.				

1.1 Subcontractor References (If applicable)

If the Proposal includes the use of subcontractor(s), include at least three (3) references (for each subcontractor proposed) from scopes of work equivalent to the scope of work proposed of the subcontractor in the Proposal. Each reference chosen should clearly demonstrate the subcontractor's ability to perform the relevant portion of work requested in the RFP (the State has established mandatory qualifications that must be met to submit a proposal as stated in Section 1.2.1 of the RFP), and proposed by the Vendor.

Instructions: Provide the information requested in the Tables below. Replicate the Table if more than three (3) references are desired. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

This section is not applicable; Deloitte Consulting is responding to this RFP without subcontractors.

Table 13. Subcontractor Reference

SUBCONTRACTOR INFORMATION	
Subcontractor Name: NOT APPLICABLE	Subcontractor Contact/Name:
Project Dates:	Subcontractor Contact Phone:
CUSTOMER INFORMATION	
Customer Organization:	Customer Contact Name:
	Customer Phone:
Customer Address:	Customer Email:
	Customer Fax:
PROJECT INFORMATION	
Project Objectives:	
Project Description:	
Subcontractor's Involvement:	
Project Benefits:	
SUBCONTRACTOR KEY PERSONNEL ASSIGNED TO PROJECT	
Name: (Add more rows as needed)	Role: (Add more rows as needed)
Name: (Add more rows as needed)	Role: (Add more rows as needed)
PROJECT MEASUREMENTS	
Operating Budget of Organization:	# of Employees and External Users:
Estimated One-time costs:	Actual One-time costs:

Reason(s) for Change in One-time cost:				
Original Value of Subcontractor's Contract:		Actual Total Contract Value:		
Reason(s) for Change in Value:				
Estimated Start & Completion Dates:	From:		To:	
Actual Start & Completion Dates:	From:		To:	
Reason(s) for Difference Between Estimated and Actual Dates:				

Template T-4

Vendor Engagement Organization and Staffing

Response Template

RFP #: SP-17-0006

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1.0 Engagement Organization and Staffing Plan

The Vendor should describe an integrated Project Organization and Staffing Plan required to execute the proposed approach and create the deliverables required for the Engagement. This section should include details of the Vendor's team, proposed use of subcontractors, and the Vendor's expectations of DHS resources. This section should include a visual representation of the Vendor engagement including the reporting structure. The Vendor should also describe the required staffing of business and technical resources DHS will need to provide to support the delivery of the services and creation of all deliverables. The Plan should include the number of resources (both business and technical), anticipated role and responsibilities, level of participation and necessary capabilities/skills for both DHS and Vendor resources. The Staffing Plan should highlight the staff performed the roles required to deliver the 5 different services areas (outlined in Sections 3.4.1 through 3.4.5) and highlight the personnel associated with the DHS optional scope.

Key Project Personnel identified in the Proposal for the engagement are considered to be the core Vendor resources and are therefore expected to be the major participants in all procurement activities (e.g. Oral presentations) and services delivery activities. If the Vendor is selected, its Key Project Personnel cannot be replaced without prior DHS approval during the life cycle of the Project. If the Vendor's Key Personnel includes the use of subcontractors, It is strongly preferred that the Prime Vendor complete a minimum of 60% of the work, as defined in this procurement.

Instructions: Provide a Staffing Plan and associated organization chart detailing the number of personnel, level, roles and responsibilities, team reporting relationships, and then identify the approach to providing "shoulder-to-shoulder" links for key staff roles between Vendor staff and DHS staff. Show proposed Vendor personnel hours by phase, by personnel level, and by role for the entire engagement. Identify all Key Project Personnel for the Vendor, personnel for DHS and their proposed roles. If the Vendor's proposed engagement organization and staffing plan does not align with the guidance provided in the body of the RFP the Vendor should discuss the justification for recommending an alternative staffing organization.

Staffing Plan

Deloitte's approach to staffing is based on our extensive experience maintaining and operating systems as we do in 27 other states, including where we have transitioned services from an incumbent vendor and continue to provide long term M&O and enhancement work. We understand the appropriate number of staff needed during each phase, and we understand the risks associated with understaffing during any of the phases. Each phase requires the appropriate amount, depth, and breadth of resources to understand the complexities and challenges that arise.

The key staff we have carefully selected and propose for the ISS Project are drawn from our deep pool of over 10,000 technology professionals and over 5,000

Section Highlights

- A skilled team with the right experience, organization, and collaborative style to work with DHS to achieve your objectives.
- Key personnel with relevant, successful experience to the ISS Applications
- An expansive HHS and Technology network capable of bringing the right resources at the right time for DHS.

Public Sector and Health and Human Services (HHS) practitioners. Our team brings deep industry knowledge and experience working with similar applications in the HHS domain and prior experience working with Arkansas DHS. Each proposed staff member has unique skills that make him or her individually qualified to perform their proposed roles. We believe, however, that the combined experiences and collaboration of the team are more powerful than the experience of each individual.

When selecting team members, we evaluate the importance how an individual's capabilities and skills blend with others on the proposed team to bring the strongest collective set of overall qualifications and experience to DHS. Our key staff also have specialized skills to address the specific needs of DHS including maintaining, operating, enhancing, and modernizing DHS's core and non-core applications in Mainframe, Client Server, Web-based, Enterprise Data Warehouse, Business Intelligence, and emerging technologies.

When preparing our staffing plan, we plan for each project phase individually, and account for how each phase fits into the overall project plan and staffing model. We build the appropriate amount of ramp up and ramp down time into our staffing plan to account for individuals who are joining or leaving the ISS Project. This provides a sufficient opportunity for us to plan ahead by training resources who are joining the ISS Project, mitigating the risk of any project delays due to resource constraints or delayed transitions.

We generally do not experience a high rate of staff turnover. In order to be prepared, however, we account for any potential staff attrition in our plan. When transitions happen, a targeted knowledge transfer plan is drafted for each staff to provide adequate roll off time and sufficient knowledge transfer to incoming team members. Our staffing plan is continually monitored to provide consistent, timely coverage and support to the ISS Project tasks and support to DHS.

In addition, part of any large M&O and enhancement support services engagement requires collaboration with other agencies, vendors, and interaction with DHS resources who provide subject matter expert knowledge in a variety of areas including policy analysis, business process input, systems knowledge, understanding of processes, policies and regulations, and familiarity with office business practices. Every one of our proposed team members will work collaboratively with the DHS staff to create an integrated, One Team approach throughout the life of the ISS Project.

Organization Chart

DHS benefits from Deloitte's proposed project organization, which structured to take full advantage of our team's experience across all phases of the ISS Project and based on leading organization management practices for designing high performing teams. Our approach incorporates strategies to establish and sustain shoulder-to-shoulder organization relationships, foster synergy, and establish common goals. The result is one productive team aimed at achieving DHS' procurement objectives.

The following figure illustrates the Deloitte organization chart for the ISS Project:

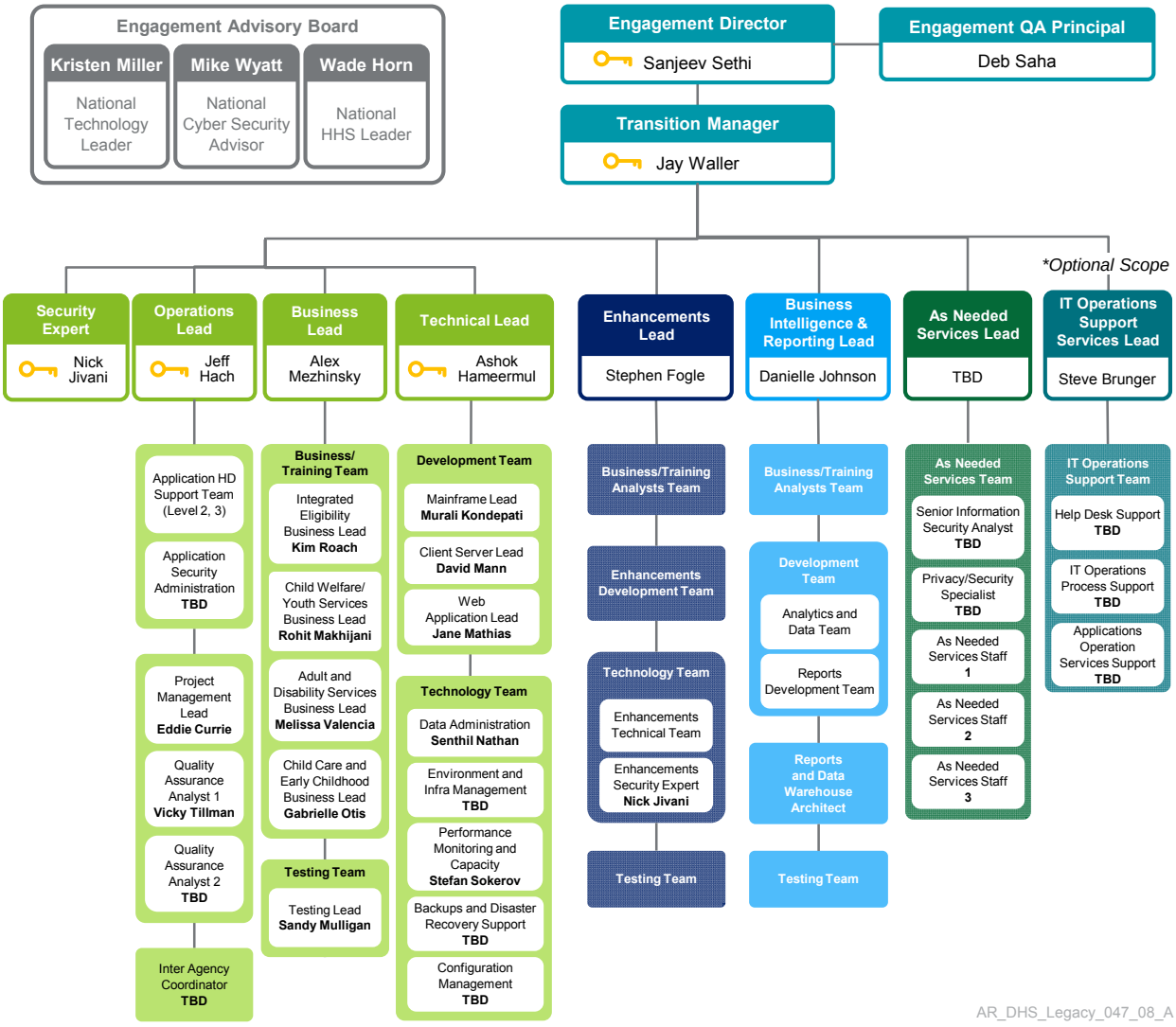

Figure 4-1. ISS Project Deloitte Organization Chart.

Project Leadership Team

Deloitte ISS Project Leadership team includes senior Deloitte Leaders to provide relevant insight and demonstrated experience in specific areas of project control, communication, and coordination. Our Engagement Director, Sanjeev Sethi, has the authority to bind the firm in financial, resource allocation, and other project management areas and decisions. This allows our project management team to be agile, making decisions with the best interests of the ISS Project in mind. Project Leadership will be consistent during the Transition and M&O Phases, which facilitates continuity across processes, methodology, and approach for the ISS Project.

The following figure identifies Deloitte's Key Project Leadership and their responsibilities:

Project Leadership	Role	Responsibilities
Sanjeev Sethi	Engagement Director	• Serves as the primary point of contact with DHS leadership, governance bodies and other State Executive Sponsors for activities related to contract administration, overall engagement management and scheduling, correspondence between DHS and Deloitte, dispute resolution, and status reporting to DHS for the duration of the contract • Commits the resources of Deloitte in matters pertaining to the performance of the Contract • Responsible for all staff engaged on the ISS engagement
Jay Waller	Engagement Manager	• Serves as the day-to-day liaison with DHS • Available to State requests for consultation and assistance • Establishes and maintains a positive client relationship • Provides timely and informed responses to operational and administrative inquiries that arise • Manages staff assigned to all day-to-day M&O activities • Plays an active role in day-to-day management of the Account so as to be knowledgeable and aware of all issues, concerns and requirements • Meets with DHS staff or such other person DHS may designate on a regular basis to provide oral and written status reports and other information as required • Manages ISS staffing needs • Provides ongoing reporting of operation against SLAs • Confirms all activities are coordinated and follow the processes outlined in this RFP (e.g. enhancement development, as-needed services)
Debasis Saha	Engagement QA Principal	• Assesses the ISS Project regularly for quality assessments, identification of upcoming risks, issues and escalates when necessary • Conducts check-ins with DHS leadership to validate customer service expectations of the Deloitte Team are met • Works closely with the Deloitte and the DHS leadership team to develop and implement risk mitigation strategies • Provides regular assessments and reviews of submitted deliverables to verify quality standards are being met

Figure 4-2. Project Leadership Team.

Deloitte Engagement Advisory Board

Our onsite leadership team has direct access to our Engagement Advisory Board which consists of Wade Horn – National HHS Leader, Kristen Miller − National Technology Leader, and Mike Wyatt – National Cyber Security Leader. Each engagement advisor has decades of relevant experience in project management, HHS domain and technology, and demonstrated success in delivering value and expertise to our clients. Each advisor has over 20 years of experience providing strategic assistance.

The following figure identifies Deloitte's Engagement Advisory Board and their responsibilities:

Project Leadership	Role	Responsibilities
Wade Horn	National HHS Leader	• Provides perspective on upcoming legislation and regulatory measures to help guide DHS leadership in navigation upcoming policy changes • Maintains access to expansive network of HHS relationships across the Nation
Kristen Miller	National Technology Leader	• Advises engagement and DHS leadership on technical advancements and visioning to support the business • Follows technology trends in the marketplace and brings fresh ideas around technology improvements and strategy
Mike Wyatt	Engagement QA Principal	• Provides expertise on cyber security issues, trends and security frameworks • Leads state public sector incident response, state security program development, and state security assessment activities.

Figure 4-3. Engagement Advisory Board.

Together, these part-time advisory resources can significantly enhance the work of the core Deloitte project team and Arkansas leadership as DHS progresses towards strategic objectives and embraces a technology vision that makes DHS and integral partners in the delivery of human services to Arkansas citizens. The team also has direct access to the deep bench of Deloitte public sector staff and can immediately identify resources as needed during our engagement.

Maintenance and Operations Team (M&O)

The M&O team is responsible for the day-to-day operations of the 200 DHS applications (15 core and approximately 185 noncore) as described in the RFP.

The M&O team comprises four primary teams: Business, Technical, Operations and Security. Each of these teams are responsible for maintaining, supporting, or enhancing a designated ISS Application within the M&O scope.

Deloitte's multi-team approach to the ISS Project benefits DHS by providing specific teams responsible for each area of the ISS Project. This means that we have staff focused on different types of activities that a part of the M&O. We have a designated Manager and Leads for each of the sub teams so that there is single point of contact for DHS and the Leadership team whenever questions or issues arise, regardless of which part of the ISS Project is affected.

Operations Team

The Operations team led by Jeff Hach is responsible for operating in-scope ISS Applications and verifying that team members are following approved processes. The operations team will collaborate with DIS to integrate Deloitte operational activities into the DIS standard.

The Operations Team is responsible for Help Desk Level 2 and 3, maintaining escalation procedures, providing domain expertise in pursuit of incident resolution, and coordinating with

DHS Help Desk staff to provide closure to incidents. Additionally, the Operations team will handle user account administration. They will leverage the existing ISS hierarchical, role based framework to establish and maintain access profiles and policies for adding, changing, disabling, and deleting access for DHS approved users. Any actions taken by the Operations team with respect to user access will be via the approved DHS user list. The Operations team, in tandem with the Technical team, will monitor data quality reports to identify trends between these and incident reports to propose improvement opportunities for DHS. As part of the improvement processes, the Operations team will perform problem management and root cause analysis. As trends are identified, processes will be drafted, socialized, approved by DHS, then implemented.

Role	Responsibilities
Operations Lead - Jeff Hach	• Confirms all team members follow the approved processes • Identifies opportunities for process improvement • Leads the process documentation of changes to the processes (if optional IT Operations Support services retained) • Manages Tier 2/3 Help Desk Support • Oversees application security administration • Manages project management reporting activities pertaining to contract management, SLAs • Leads integration of Inter-Agency Coordination across DHS, external trading partners and the ISS application teams
IT Operations Support	• Staff the DHS Help Desk and Coordinate with Level 2 and 3 Help Desk • Provide multiple channels for DHS staff to contact the help desk (including but not limited to email and phone) • Support Maintain and Operate Enterprise IT Services • Provide capacity estimates and usage forecast changes • Align with State standard process for Change/Release/Configuration management • Report on data quality issues, support improvement plans • Support process, provide, reports related to master data management
Applications Security Administration	• Administer users • Maintain and Update security provisioning documentation
Contract Reporting	• Report performance against SLAs • Report budget against each ABL project • Support data acquisition for bi-annual benchmarking
Inter Agency Coordinator	• Coordinate with external stakeholders • Establish communication plan with external trading partner business and technology contacts • Interface and architecture coordination • Identify data transmission needs and connect with appropriate application teams • Identify risks to data transmission requirements

Figure 4-4. Operations Team Roles and Responsibilities.

Technical Team

The Technical team led by Ashok Hameermul is responsible for keeping the 200 DHS systems and applications up and running on a day-to-day basis, performing ongoing defect fixes, application development, supports DHS in application health monitoring and tuning, and making required modifications to the technical components of the 200 Systems. Deloitte's Technical Team brings members with specialized skill sets specifically geared towards application architecture, application development in technology suites of Mainframe, Client Server and Web Applications, enterprise design principles, and planning and establishing application environments and configurations.

Beginning with the development of a capacity plan for the complete technology stack, network and telecommunications, servers and storage, installation, certification, and performance testing of the system, our Technical team brings the skills required to make sure the all the systems environments meet ISS Applications requirements and SLAs. Our architects, developers, and database administrators have worked on HHS M&O projects of similar scale and complexity, bringing with them a unique understanding and experience with the design, defect fix, and development principles that are required. Our Technical team will have a mix of staff who are specialized in Mainframe, Client Server, and Web Application technologies.

Role	Responsibilities
Technical Lead - Ashok Hameermul	• Provides detailed applications knowledge in support of complex application issues/incidents • Reviews all potential System changes (e.g., configuration, warranty fixes, enhancements) from a technical perspective and provides technical design/assessments • Available to DDI Project teams for consultation on future enhancements (e.g., changes to achieve strategic objectives, implement a new program) • Manages the Development and Technology Teams
Development Team	• Design, build and test application fixes • Address failures that cause crashes, hang-ups, data loss or corruption, erroneous results or any other ISS Application related issues that impact the business' ability to perform their work
Technology Team	• Develop policies and procedures related to System Performance/Monitoring. • Provide capacity estimates and usage forecast changes • Provide infrastructure requirements to DIS (storage, servers, data centers) • Support DIS/DHS with application recovery, develop detailed recovery procedures, assist with testing and remediation, and design back-up using DIS architecture • Perform database administration • Maintain test environment • Copy data from production to test • Refresh test environments • License management/provisioning Certificate management • Remote access/VPN in compliance with security policies

Figure 4-5. Technical Team Roles and Responsibilities.

Security

Our security expert, Nick Jivani will be responsible for designing all changes to ISS application security, maintaining and updating the physical and logical application security plans in accordance with Arkansas and federal standards. As maintenance and/or enhancement are made to the ISS application portfolio, the Security Expert will determine the solution meets all applicable security regulations. He will work to verify that all changes and enhancements made to the application meet the strict security demands of DHS. Additionally, this team will perform regular security audits and reviews and work with other members of the ISS Project team to identify, assess, and mitigate security concerns.

The following figure shows the staff, and teams of the M&O group with their responsibilities.

Role	Responsibilities
Security Expert - Nick Jivani	• Designs all changes to ISS application security • Maintains application security plan • Confirms the ISS application meets all applicable security regulations • Assists with security audits • Reviews application logs and report anomalies

Figure 4-6. Security Expert Roles and Responsibilities.

Business Team

The Business team led by Alex Mezhinsky is responsible for providing the ongoing maintenance support needed for the 200 DHS Systems. Interfacing with the staff from the service desk, this team is the primary point of contact for ISS Application maintenance. Our Application Maintenance team is staffed with practitioners who bring to DHS a deep understanding of HHS domain knowledge, program policies, and SDLC.

The resources selected for the team are chosen for their respective knowledge and extensive experience with HHS programs. Our Business team also brings experience in various SDLC phases such as requirements, testing, and training. This team works closely with the various stakeholders who use the applications, DHS subject matter experts, the Technical sub-team and the IT Operations Support Services team to meet and exceed the SLA's.

Role	Responsibilities
Business Lead – Alex Mezhinsky	• Coordinates all activities of the business analysts and training teams in relation to Maintenance and Operations activities. • Oversees business team presence on the Enhancement Team • Collaborates across Maintenance, Operations, and Enhancement activities to identify any business or training impacts and incorporate those into requirements or updated training materials
Business Analysts & Training Team	• Work with various program end-users, county office and policy staff to gather requirements related to the maintenance activity or enhancement and prepare the functional design required to perform change within the in-scope ISS application, e.g. Integrated Eligibility, Child Welfare/Youth Services, Adult and Disability Services, and Child Care and Early Childhood • Work with various program end-users, development, and testing teams to confirm the enhancement is per requirements and maintain requirement and user documentation

Role	Responsibilities
	• Provide staff training: • Required formal and informal effort for development and support staff to both learn and train. • Required effort required to switch to and learn a new package or tool that is directly related to an application (learning non-application specific packages should be recorded under admin) • Providing training over the phone on a system or piece of the system • Formal onsite training for a facility • One-on-one user training • Compiling training materials
Testing Team	• Verify that activities on the ISS M&O scope meet the requirements and quality standards set forth by DHS and Deloitte • Create and enforce the ISS Project-wide quality assurance plan and conduct testing maintenance activities • Provide best practices for testing methodologies and approaches. • Work closely with development teams to understand changes as they are scoped

Figure 4-7. Business Team Roles and Responsibilities.

In addition to the core M&O teams, we propose an Enhancements team, Business Intelligence and Reporting team, As-Needed Services team and IT Operations Support.

Enhancements Team

Our Deloitte Enhancements team is responsible for implementing functional enhancements to the existing application portfolio or develop new functionality (above baseline – ABL activities). Our Enhancements team will be responsible for the following:

- Application Strategy Architecture and Planning
- Facilitate requirements validation and elaboration sessions
- Management of enhancement projects
- Security, functional and technical design
- Create/update architecture documentation
- Develop enhancements
- Unit, System and System Integration Test enhancements
- Support User Acceptance Test
- Develop/update/deliver trainings as appropriate
- Data conversion planning, design and execution from existing ISS applications as required
- Update system documentation
- Provide infrastructure requirements to DHS

The Deloitte Enhancements Lead and staff will collaborate with DHS during this time to confirm the application strategy (e.g. enhancing existing applications rather than building a new

application with similar functionality) and architecture are in alignment with DHS standards and architecture guidelines. We will also closely coordinate with the Technology Team, M&O team and Business Intelligence and Reporting team to confirm that enhancements will not negatively impact other production systems.

Our Deloitte Enhancement team will be responsible for all design, development and implementation (DDI) projects that enhance the functionality of existing applications. We understand that size and scope of these projects could vary significantly, and we have a vast pool of resources to provide all the skillsets required to complete a complex project. We also understand that the roles and responsibilities will vary by project and our staffing approach will help us be flexible in varying the roles and responsibilities based on the situation. Please refer to the *Approach to Enhancements* section in *Template T-7_ISS Requirements Approach* for additional details on all aspects of Enhancing ISS applications.

Our Enhancement team will work collaboratively with the M&O and Business Intelligence & Reporting teams to consider other work streams and projects when prioritizing, designing and developing enhancements.

The following figure reflects the staff for the Enhancement team with their responsibilities.

Role/Team	Responsibilities
Enhancement Lead – Stephen Fogle	• Oversees all enhancement activities • Collaborates with Interagency coordinator when external partners are involved in enhancements • Provides reporting on enhancement status • Manages development, testing and training tasks
Business Analysts and Training Team	• Work with the DHS business team to gather requirements related to an enhancement and prepare the functional design required to perform the enhancement • Facilitate requirements validation and elaboration sessions • Coordinate development activities and work with the M&O team to confirm design is in tune with the current state of the production system and there will be no negative impacts of the enhancement design on the current production system • Maintain/update training documentation • Review training documentation with DHS prior to delivery • Perform end-user training related to the enhancement
Technology Team	• Provide technical support and work closely with the M&O Technology team • Perform high-level system design based on requirements and architect enhancements to the system • Confirm integration between applications continues to work • Provide infrastructure (storage, server, data center) requirements to DIS
Development Teams (Mainframe, Client Server, Web Applications)	• Perform detailed design, development and unit test enhancements • Work with testing teams during all phases including User Acceptance test • Triage and resolve defects with enhancement software during test cycles • Collaborate with technology teams to determine infrastructure requirements, capacity planning • Support release packaging and deployment

Role/Team	Responsibilities
Testing Team	• Create test cases for enhancements in accordance with requirements and design • Performs system, integration activities • Log defects as required when validating enhancements • Support User Acceptance Testing • Coordinate with development team in the resolution of defects

Figure 4-8. Enhancements Team Roles and Responsibilities.

Business Intelligence and Reporting (BI&R) Team

Our Deloitte BI&R team, led by Danielle Johnson is responsible for capturing and tracking the end user's business intelligence and reporting needs. We employ a hybrid-agile approach to deliver BI&R services. Our team will be responsible for the following:

- Collaboration between end-users and DHS to prioritize business needs
- Selection of the appropriate technology solution (e.g. parameter driven reports, analytics tool, ad-hoc query tool)
- Provide data driven insights into the success factors
- Data Migration from source systems
- Requisite training to end-users
- Documentation of all enhancements

Our proposed team have expertise with a wide variety of reporting tools, processes and frameworks such as SSRS, ETL, SQL, SSAS, Oracle, and SAS.The table below describes the roles and responsibilities in further detail.

Role/Team	Responsibilities
Business Intelligence & Reporting Lead – Danielle Johnson	• Oversees BI&R team • Manages all BI&R Enhancements • Collaborates with DHS BI&R analysts to understand, elaborate and prioritize requirements • Report status of BI&R enhancements to stakeholders
Business Analyst	• Work with the users to understand and elaborate requirements • Prepare the functional design required to perform the enhancement. • Work with business users, reports development and testing teams to confirm the enhancement meets expectation • Work with Core and Non-Core Applications stakeholders that provide data to the EDW, to understand how certain functional enhancements may impact the EDW and current reporting capabilities. • Make DHS aware of impacts from Maintenance or Enhancement activities to the BI&R aspects of ISS Applications • Practice due change management processes
Technology Team	• Provide technical support to the BI&R teams working closely with the M&O Technology team. • Provide a high-level system design and architecture based on the requirements

Role/Team	Responsibilities
Development Team	• Coordinate with business analysts to determine detail design captures all aspects of functional design. • Perform detailed design, report development and unit testing as per industry standard • Management and timely resolution of any arising issues and defects • Interpret data, communicate results to business, and provide recommendation based on trends and patterns.
Testing Team	• Perform system integration activities and help coordinate user acceptance testing
Training Team	• Perform end-user training for a related enhancement

Figure 4-9. Business Intelligence and Reporting (BI&R) Team.

As-Needed Services Team

We understand that DHS envisions requiring additional resources on occasion to address its needs. We have reviewed the As Needed Services section of the RFP and understand the broad range of services requested include:

- Application Development on emerging technologies (e.g. mobile platforms)
- Strategic Planning
- Enterprise Architecture
- Integration Expertise
- Benchmarking and function point analysis
- HHS Analytics and Business Benchmarking
- Revenue Optimization Analytics
- Oversight/IV&V/QA
- Business Process Reengineering
- Security (Planning and Oversight, Vulnerability Scanning, Penetration Testing, Risk Assessment, Audits etc.)
- Application Development Process Consultants
- ITIL Process Consulting

When requested, Deloitte in consultation with DHS, will evaluate the need to add additional resources. Refer to section 5.0 in *Template T-7_ISS Requirements Approach* for our approach to support As Needed services.

IT Operations Support Services Team (Optional)

We understand these services are defined as optional in the RFP. If requested by DHS, Deloitte will offer our services through the IT Operations Team led by Steve Brunger. We understand that these services may include:

- Help Desk Services
- Change and Release Management
- Capacity Management
- Performance Management
- Configuration Management
- Disaster Recovery
- Incident Management
- Problem Management and Root Cause Analysis Services
- Security Administration
- User Account Management
- Application Operations Services.

The following figure describes the roles and responsibilities in further detail.

Role/Team	Responsibilities
IT Operations Lead – Steve Brunger	• Confirms all team members follow the approved processes • Identifies opportunities for IT operations process improvement • Confirms industry standard documentation • Oversees incident resolution lifecycle • Manages efficient workflow of incidents
Help Desk Analyst	• Incident Management (Level 1 support) • Staff and manage help desk as a single point of contact for DHS Staff • Provide Omni-Channel contact routes • Develop knowledge base to provide rapid resolution for common incidents • Work with Maintenance and Operations team to identify and resolve common end-user pain points
IT Operations Process Analyst	• Support, maintain and operate the Enterprise IT processes within the DHS environment. • Change and Release Management • Problem Management Services and Root Cause Analysis • Performance Management • Disaster Recovery • Incident Management
Application Operations Analyst	• User Account Administration • Security Administration • Develop, document and manage the processes and procedures for Interfaces and Batch Operations Architecture • Perform job monitoring and manage resolution of any failed jobs • Monitor all ISS Applications as agreed to in the documented monitoring policies, procedures and standards. • Identify and report ISS Application problems.

Figure 4-10. IT Operations Support Services Team Roles and Responsibilities.

Project Organization for Transition

Deloitte has successfully transitioned into M&O services for HHS in the past, replacing vendors including Northrop Grumman. Deloitte understands the importance of having a dedicated transition team available to assess and perform the necessary system and application data transfer activities by the end of the transition period. This proposed structure allows the ISS Project Team to focus on the knowledge transfer aspect of the transition work.

The following figure illustrates the proposed organization of the Deloitte during the transition:

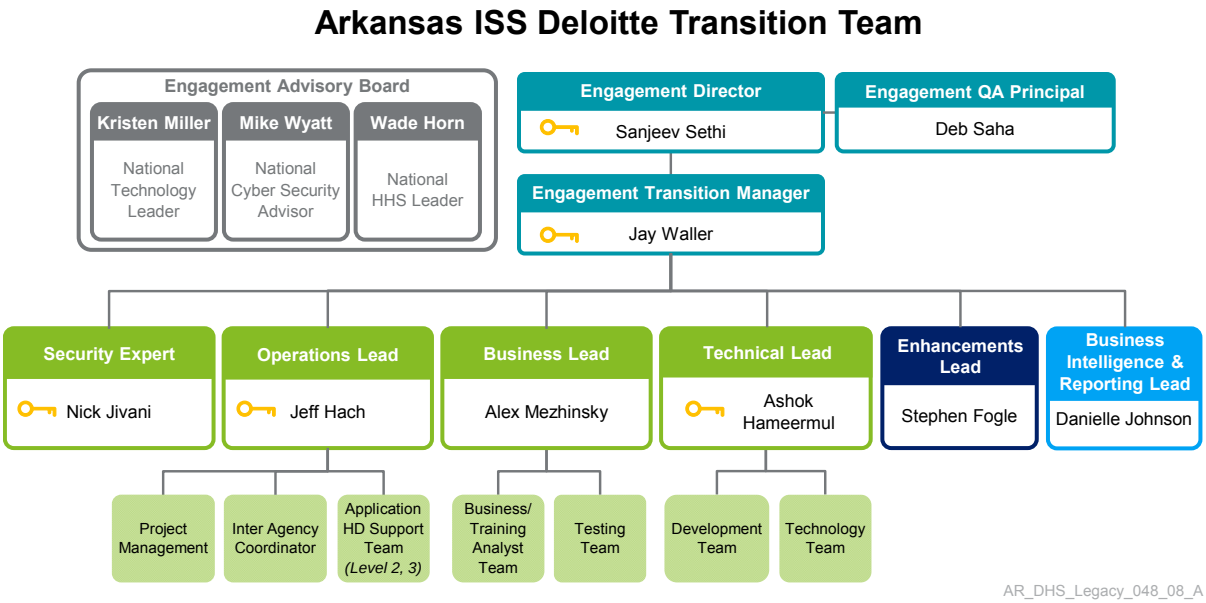

Figure 4-11. The Proposed Deloitte ISS Project Organization during the Transition Phase.

The following table lists key resources required during transition along with their responsibilities. As detailed in our project organization chart, our proposed transition resources will continue to play a role in the post-transition ongoing ISS Applications maintenance and operations to preserve a continuity of knowledge gained during transition.

Proposed Transition Resource - Role	Responsibilities
Debasis Saha - Engagement QA Principal	• Provides quality assurance oversight of work products, deliverables, and transition activities • Provides strategic direction and maintains overall accountability for project and efforts related to planning, management, communications, change management, and DHS relationship • Approves major scope, budget and schedule change decisions for Deloitte • Resolves escalated issues and risks
Sanjeev Sethi - Engagement Director	• Onsite throughout the Transition Phase • Primary point of contact for ISS M&O contract questions or concerns • Responsible for reviewing resource performance and coordinating staffing adjustments with the DHS if needed • Final point of escalation for critical action items, risks, or issues which may prevent a successful transition

Proposed Transition Resource - Role	Responsibilities
Jay Waller – Engagement Transition Manager	• Primary point of contact for ISS M&O transition activities and communications • Leads knowledge transfer with DHS and the incumbent vendor to coordinate the smooth transfer of ongoing ISS M&O Project Management activities, including Project Plan updates, status reports, deliverable submission and acceptance tracking. • Responsible for identifying action items necessary for completion of transition activities • Responsible for identifying risks and issues related to achieving operational readiness • Primary point of contact with DHS's PMO for activities related to contract administration, project management, scheduling, correspondence between DHS and Deloitte's resources, and deliverable reviews • Responsible for coordination of work plans across project phases • Reviews project activities to confirm alignment to stakeholder priorities and DHS vision for the ISS Applications • Coordinates change control board review and effort estimation to implement prioritized change requests resulting from transition activities • Prioritizes resource alignment across project teams to align with the project schedule and meet critical milestones • Responsible for the onboarding of new project team resources • Onsite throughout the Transition Phase
Nick Jivani – Security Expert	• Leads and provides oversight for security related activities • Responsible for the transition of security related and user account management functions
Ashok Hameermul – Technical Lead	• Leads the Technology and Development team • Determines the Level of Effort (LOE) required to resolve issues identified during the transition phase • Responsible for architecture and software enhancements, once transitioned from the incumbent vendor • Reviews and confirms functional and technical system documentation details and accuracy
Jeff Hach - Operations Lead	• Leads and provide oversight for the ISS Project Management and Application Support team and transition of ISS Applications operations • Reviews ISS M&O system operations and help desk documentation to identify complexities, suggest areas for improvement, and seek further clarification from DHS and the incumbent vendor • Executes operational readiness plan in preparation for takeover • Responsible for documentation updates related to operations • Conducts verification sessions with DHS and incumbent vendor to confirm System Operations and Maintenance "as-is" assessment
Alex Mezhinsky – Business Lead	• Reviews transition testing results to measure and report on product quality • Monitors transition processes to measure and report on process quality • Defines the Quality Assurance (QA)/Quality Control (QC) Plan • Reviews outstanding help desk tickets and defect backlog to become familiar with root cause trends • Reviews current testing procedures and participate in knowledge transfer sessions with incumbent vendor's testing team

Proposed Transition Resource - Role	Responsibilities
	• Reviews ISS M&O user documentation to understand training processes and procedures • Oversees knowledge transfer and/or development of training and training activities • Develops, manages, coordinates, and delivers training required for transition activities and compliance with applicable DHS policies, procedures, rules, regulations, and standards

Figure 4-12. Deloitte Transition Team Roles and Responsibilities.

This team is responsible for developing a Transition Plan that captures all activities required to seamlessly transition ISS activities from the incumbent vendor. These activities include but is not limited to the following,

- Documentation of the Vendor's proposed target state
- Proposed Vendor staff
- Roles and responsibilities of all partners related to ISS applications support and operations
  - Proposed list of activities and processes to support the activities
  - Acquisition, transition and need for tools
- Training plans for staff gain the requisite knowledge, skills, and experience required to transition ISS activities
- Plan for developing the Assessment Report (Deliverable ISS-3) capturing opportunities for improvements
- Staffing of target organizations and ongoing support through the duration of the Contract
- Inventory and plan for all hardware and software, documentation, supplies, facilities, and other resources within the Contract
- Plan for migrating all required documentation to the Vendor
- Plan to transition all applicable development tools, processes and procedures, and management tools (e.g., security management, systems management)
- Measureable progress milestones/check-points so DHS can quantify the transition risk
- Assumed level of support required from DHS and the incumbent vendor
- Readiness Checklist that captures all activities to be completed prior to the transition of ISS activities from the incumbent vendor (Grouped by service to allow for incremental transition)

The team is also responsible for post cutover activities including:

- Actively reporting any and all post cutover issues and challenges to DHS so DHS and the incumbent vendor can work with the vendor to expeditiously resolve issues
- Coordinate with the incumbent vendor to enable issues being addressed in a timely manner
- Working with DHS and the incumbent vendor to implement agreed upon recommendations

After transition and cutover activities are completed, Deloitte will consist of the ISS Project Leadership team, M&O team, Enhancement team, Business Intelligence and Reporting team, As-Needed Services team, and the IT Operations Support Services team. These teams would ramp up during transition, in order to hit the ground running as we begin M&O operations.

Our Shoulder-to-Shoulder Approach

Deloitte's One-Team approach, which we have successfully used on multiple HHS projects, is designed to foster a strong sense of collaboration, open communication, transparency and trust. We have identified DHS counterparts who would collaborate with us across all activities.

Deloitte will collaborate with DHS to match our roles with the appropriate DHS staff. The intent is to have our staff aligned, working directly, and "shoulder-to-shoulder" with DHS staff. A preliminary alignment of positions is presented in Figure 4-13. Based on our experience in the other 27 states, we have provided how our key staff will interact with the DHS team members. While the figure below is a representation based on the RFP, we will work with DHS to align our key staff and leads to optimize working relationships and carry out project responsibilities.

Deloitte Key Staff	DHS Staff Position
Engagement Director	Chief Information Officer
Engagement Manager	ISS Project Director
Security Expert	Information Technology Security Director
Operations Lead	Governance and Operations Manager
Technical Lead	Technical Manager
Business Lead	Program Division Functional Manager

Figure 4-13. Deloitte Key Staff Alignment with DHS Staff Positions.

DHS Resource Expectations

We have reviewed the existing ISS Organizational Chart and responsibilities in the RFP, and based on our prior experience in other states, we have provided a sampling of roles and responsibilities and number of resources that are expected. We will work with DHS during project planning to understand more about how your ISS Application support team is structured, and what roles and responsibilities are required to maintain and operate the ISS Applications.

Role	Responsibilities
Chief Information Officer	• Serves as the primary point of contact for leadership, governance bodies and other State Executive Sponsors for activities related to contract administration, overall engagement management and scheduling, correspondence between DHS and Deloitte, dispute resolution, and status reporting for the duration of the contract • Retains ultimate authority and responsibility for ISS project decisions and scope
ISS Project Director	• Serves as the day-to-day liaison with the ISS Vendor • Available to State requests for consultation and assistance • Provides final approval of deliverables and invoices • Responsible for establishing and maintaining a Vendor relationship • Provides timely and informed responses to operational and administrative inquiries that arise • Manages DHS ISS Project staff assigned to all day-to-day M&O activities

Role	Responsibilities
	• Meets with the Vendor on a regular basis to provide oral and written status reports and other information as required • Manages DHS ISS staffing needs and requests • Provides ongoing monitoring of operation against SLAs • Ensures all activities are coordinated and follow the processes outlined in the SOW • Reports status to the Chief Information Officer
Information Technology Security Director	• Provides approved list of users and access profiles • Approves all changes to ISS application security • Reviews all security documentation • Validates that the ISS applications meets all applicable security regulations
Governance and Operations Manager	• Regularly assesses the ISS Applications for upcoming risks and issues • Works closely with the Deloitte team and the DHS leadership team to develop and implement risk mitigation strategies • Provide regular assessments and reviews of submitted deliverables to verify quality standards are being met
Technical Manager	• Provides detailed applications knowledge in support of complex application issues/incidents • Reviews all potential System changes (e.g., configuration, warranty fixes, enhancements) from a technical perspective and provides technical design/assessments • Available to DDI Project teams for consultation on future enhancements (e.g., changes to achieve strategic objectives, implement a new program)
Program Division Functional Manager (8)	• Ensures all team members follow the approved processes • Identifies opportunities for process improvement • Leads the process documentation
Business/Policy Analyst (8)	• Provides DHS interpretation for State and Federal policy guidelines • Recommends approaches and decisions on aspects of business process and program policy • Validates User Acceptance Test scenarios and test results
UAT Test Lead	• Manages the testing activities of approved requirements and design for User Acceptance • Reviews system test results • Develops User Acceptance test plan and reviews User Acceptance test cases
UAT Tester (3)	• Develops User Acceptance test cases • Executes User Acceptance test cases and documents results
Database Administrator	• Provides input on database related tasks such as data conversion, data design and data fix / clean up • Collaborates on methodology for developing entity relationships, data model and data dictionary
IT Architect	• Reviews and provides input into system enhancements and modifications • Maintains and updates enterprise architecture design and plans • Provides input and reviews technical design • Provides input for performance requirements and standards
Business Intelligence (BI) and Reporting Lead	• Reviews requirements and design for BI and reporting enhancements and modifications • Participates as a product owner in the Agile approach • Coordinates with business staff during BI and reporting sessions

Figure 4-14. Sample DHS Staff Roles and Responsibilities.

Deloitte Personnel by Project Phase

Deloitte's staffing plan for the ISS Project is described in the following figure. The staffing plan contains the estimated number of staff by team and role for the duration of the project, including the Transition phase, and M&O phase by year. The staffing plan reflects the positions that are onsite in Little Rock and does not include shared services and staff support such as finance, billing, and contracts, however, costs for those services are included in the pricing.

Additional resources would be acquired when requested and required by DHS for the As-Needed Services and Enhancement teams, as described in *Template T-7 ISS Requirements Approach*, *5.0 Approach to Identify Additional Required Staff*. As shown, the staff load would ramp up after the Transition phase. Deloitte has additional staff beyond the key personnel during the Transition Phase to build knowledge across all staff classifications. This increased staff level during transition helps with a quick and successful transition from the incumbent vendor.

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Project Team Name	Project Team Role New	Transition 1–3 (7/2017–9/2017)	Transition 4 (10/2017–10/2017)	M&O Year 1 (11/2017–6/2018)	M&O Year 2 (7/2018–6/2019)	M&O Year 3 (7/2019–6/2020)	M&O Year 4 (7/2020–6/2021)	M&O Year 5 (7/2021–6/2022)	M&O Year 6 (7/2022–6/2023)	M&O Year 7 (7/2023–6/2024)	Turnover (1/2024–6/2024)
Account Management Team	**Engagement Director (Key Personnel)**	260	88	692	1040	1048	1044	1044	1044	520	520
	QA Principal	104	35	277	416	419	418	418	418	206	210
	Engagement Manager (Key Personnel)	520	176	1107	1664	1677	1670	1670	1670	1664	
	Project Finance Controller	260	88	692	1040	1048	1044	1044	1044	520	520
Security Team	**Security Expert (Key Personnel)**	416	141	1107	1664	1677	1670	1670	1670	832	832
Operations Team	**Operations Lead (Key Personnel)**	520	176	1384	2080	2096	2088	2088	2088	1040	1040
	Project Office Admin	520	176	1384	2080	2096	2088	2088	2088	2080	
	PMO Lead	520	176	1384	2080	2096	2088	2088	2088	1040	1040
	Security Administration Developer 1		176	1384	2080	2096	2088	2088	2088	2080	
	Inter Agency Coordinator	520	176	1384	2080	2096	2088	2088	2088	1040	1040
	Application Support (Level 2,3) HD Analyst 1	520	176	1384	2080	2096	2088	2088	2088	1040	1040
	Application Support (Level 2,3) HD Analyst 2		176	1384	2080	2096	2088	2088	2088	1040	1040
	Application Support (Level 2,3) HD Analyst 3	520	176	1384	2080	2096	2088	2088	2088	1040	1040
	PMO Analyst	520	176	1384	2080	2096	2088	2088	2088		2080
	PMO Analyst		176	1384	2080	2096	2088	2088	2088	2080	
Technical Team	**Technical Lead (Key Personnel)**	520	176	1384	2080	2096	2088	2088	2088	1040	1040
	Web Application Lead Developer	520	176	1384	2080	2096	2088	2088	2088		2080
	Web Application Developer 1	520	176	1384	2080	2096	2088	2088	2088	2080	
	Web Application Developer 2		176	1384	2080	2096	2088	2088	2088	2080	
	Web Application Developer 3		176	1384	2080	2096	2088	2088	2088	2080	
	Web Application Developer 4	520	176	1384	2080	2096	2088	2088	2088		2080
	Mainframe Lead Developer	520	176	1384	2080	2096	2088	2088	2088		2080
	Mainframe Developer 1	520	176	1384	2080	2096	2088	2088	2088		2080
	Mainframe Developer 2	520	176	1384	2080	2096	2088	2088	2088		2080
	Mainframe Developer 3		176	1384	2080	2096	2088	2088	2088	2080	

	Mainframe Developer 4		176	1384	2080	2096	2088	2088	2088	2080	
	Client Server Lead Developer	520	176	1384	2080	2096	2088	2088	2088		2080
	Client Server Developer 1	520	176	1384	2080	2096	2088	2088	2088		2080
	Client Server Developer 2		176	1384	2080	2096	2088	2088	2088	2080	
	Client Server Developer 3	520	176	1384	2080	2096	2088	2088	2088		2080
	Reporting Architect	520	176	1384	2080	2096	2088	2088	2088	1040	1040
	BI/R Developer 1		176	1384	2080	2096	2088	2088	2088	2080	
	BI/R Developer 2	520	176	1384	2080	2096	2088	2088	2088		2080
	BI/R Developer 3		176	1384	2080	2096	2088	2088	2088	2080	
	BI/R Developer 4		176	1384	2080	2096	2088	2088	2088	2080	
	Configuration Management Engineer	520	176	1384	2080	2096	2088	2088	2088	2080	
	Configuration Management Lead Engineer	520	176	1384	2080	2096	2088	2088	2088		2080
	Database Administrator 1	520	176	1384	2080	2096	2088	2088	2088		2080
	Database Administrator 2		176	1384	2080	2096	2088	2088	2088	2080	
	Database Administrator 3		176	1384	2080	2096	2088	2088	2088	2080	
	Infrastructure Engineer 1	520	176	1384	2080	2096	2088	2088	2088	2080	
	Infrastructure Lead Engineer 1	520	176	1384	2080	2096	2088	2088	2088	1040	1040
	IT LAN and Networking Engineer	520	176	1384	2080	2096	2088	2088	2088		2080
	Backup and Disaster Recovery Developer		176	1384	2080	2096	2088	2088	2088	2080	
	Performance and Monitoring Engineer	520	176	1384	2080	2096	2088	2088	2088	2080	
Business Team	Business Team Lead	520	176	1384	2080	2096	2088	2088	2088	1056	1024
	Aging and Disability Services Business Analyst 1	520	176	1384	2080	2096	2088	2088	2088		2080
	Aging and Disability Services Business Analyst 2		176	1384	2080	2096	2088	2088	2088	2080	
	Child Care and Early Childhood Business Analyst 1	520	176	1384	2080	2096	2088	2088	2088		2080
	Child Care and Early Childhood Business Analyst 2		176	1384	2080	2096	2088	2088	2088	2080	
	Child Welfare/Youth Services Business Analyst 1	520	176	1384	2080	2096	2088	2088	2088		2080
	Child Welfare/Youth Services Business Analyst 2		176	1384	2080	2096	2088	2088	2088	2080	
	IE Business Analyst 1	520	176	1384	2080	2096	2088	2088	2088		2080
	IE Business Analyst 2		176	1384	2080	2096	2088	2088	2088	2080	

	System Tester Lead	520	176	1384	2080	2096	2088	2088	2088	1040	1040
	System Tester 1	520	176	1384	2080	2096	2088	2088	2088		2080
	System Tester 2		176	1384	2080	2096	2088	2088	2088	2080	
	System Tester 3		176	1384	2080	2096	2088	2088	2088	2080	
	System Tester 4		176	1384	2080	2096	2088	2088	2088	2080	
	System Tester 5		176	1384	2080	2096	2088	2088	2088	2080	
Enhancement Team	Enhancement Team Lead	520	176	1384	2080	2096	2088	2088	2088	1040	1040
	Analyst 1		176	1384	2080	2096	2088	2088	2088	2080	
	Analyst 2		176	1384	2080	2096	2088	2088	2088	2080	
	Analyst 3		176	1384	2080	2096	2088	2088	2088	2080	
	Analyst 4		176	1384	2080	2096	2088	2088	2088	2080	
	Configuration Management Engineer 2		176	1384	2080	2096	2088	2088	2088	2080	
	DBA 1		176	1384	2080	2096	2088	2088	2088	2080	
	Lead Developer	520	176	1384	2080	2096	2088	2088	2088	1040	1040
	Developer 1		176	1384	2080	2096	2088	2088	2088	2080	
	Developer 2		176	1384	2080	2096	2088	2088	2088	2080	
	Developer 3		176	1384	2080	2096	2088	2088	2088	2080	
	Developer 4		176	1384	2080	2096	2088	2088	2088	2080	
	Developer 5		176	1384	2080	2096	2088	2088	2088	2080	
	Developer 6		176	1384	2080	2096	2088	2088	2088	2080	
	Developer 7		176	1384	2080	2096	2088	2088	2088	2080	
	Developer 8		176	1384	2080	2096	2088	2088	2088	2080	
	Developer 9		176	1384	2080	2096	2088	2088	2088	2080	
	Developer 10		176	1384	2080	2096	2088	2088	2088	2080	
	Developer 11		176	1384	2080	2096	2088	2088	2088	2080	
	Developer 12		176	1384	2080	2096	2088	2088	2088	2080	
	Developer 13		176	1384	2080	2096	2088	2088	2088	2080	
	Security Analyst		176	1384	2080	2096	2088	2088	2088	2080	
	Technical Engineer 1		176	1384	2080	2096	2088	2088	2088	2080	
	Tester 1		176	1384	2080	2096	2088	2088	2088	2080	
	Tester 2		176	1384	2080	2096	2088	2088	2088	2080	
	Tester 3		176	1384	2080	2096	2088	2088	2088	2080	
	Tester 4		176	1384	2080	2096	2088	2088	2088	2080	

	Trainer Lead		114	900	1595	1442	1358	1358	1358	1392	
	Trainer 2		167	1384	2080	2096	2088	2088	2088	1976	
	Trainer 3		176	1384	2080	2096	2088	2088	2088	2080	
Business Intelligence Team	Business Intelligence Lead	520	176	1384	2080	2096	2088	2088	2088	1040	1040
	Architect	520	176	1384	2080	2096	2088	2088	2088	2080	
	Data Analyst		176	1384	2080	2096	2088	2088	2088	1040	1040
	Report Developer 1		176	1384	2080	2096	2088	2088	2088	2080	
	Report Developer 2		176	1384	2080	2096	2088	2088	2088	1040	1040
	Report Developer 3		176	1384	2080	2096	2088	2088	2088	2080	
	Report Developer 4		176	1384	2080	2096	2088	2088	2088	2080	
	Report Developer 5		176	1384	2080	2096	2088	2088	2088	2080	
	Tester 1		176	1384	2080	2096	2088	2088	2088	2080	
	Tester 2		176	1384	2080	2096	2088	2088	2088	2080	
As Needed Services Team	Services Consultant Lead		176	1384	2080	2096	2088	2088	2088	2080	
	Services Consultant 1		176	1384	2080	2096	2088	2088	2088	2080	
	Services Consultant 2		176	1384	2080	2096	2088	2088	2088	2080	
	Services Consultant 3		176	1384	2080	2096	2088	2088	2088	2080	
	Services Consultant 4		176	1384	2080	2096	2088	2088	2088	2080	
IT Operations Support Services Team *(Optional Scope)*	Operations Engagement Director	260	88	692	1040	1048	1044	1044	1044	693	347
	IT Process Senior Architect	520	176	1384	2080	2096	2088	2088	2088	1387	693
	Operations Engagement Manager	260	88	692	1040	1048	1044	1044	1044	693	347
	IT Process Architect 1	520	176	1384	2080	2096	2088	2088	2088	1387	693
	Help Desk Manager / Supervisor	520	176	1384	2080	2096	2088	2088	2088	1387	693
	Senior Help Desk Staff 1	520	176	1384	2080	2096	2088	2088	2088	1387	693
	Senior Help Desk Staff 2	520	176	1384	2080	2096	2088	2088	2088	1387	693
	Senior Help Desk Staff 3	520	176	1384	2080	2096	2088	2088	2088	1387	693
	Senior Help Desk Staff 4	520	176	1384	2080	2096	2088	2088	2088	1387	693
	Senior Help Desk Staff 5	520	176	1384	2080	2096	2088	2088	2088	1387	693
	IT Process Architect 2	520	176	1384	2080	2096	2088	2088	2088	1387	693
	IT Process Analyst 1	520	176	1384	2080	2096	2088	2088	2088	1387	693
	IT Process Analyst 2	520	176	1384	2080	2096	2088	2088	2088	1387	693
	IT Process Analyst 3	520	176	1384	2080	2096	2088	2088	2088	1387	693

	IT Process Analyst 4	520	176	1384	2080	2096	2088	2088	2088	1387	693
	IT Process Analyst 5	520	176	1384	2080	2096	2088	2088	2088	2080	
	IT Process Analyst 6	520	176	1384	2080	2096	2088	2088	2088	2080	
	IT Process Analyst 7	520	176	1384	2080	2096	2088	2088	2088	2080	
	IT Process Analyst 8	520	176	1384	2080	2096	2088	2088	2088	2080	
	IT Process Analyst 9	520	176	1384	2080	2096	2088	2088	2088	2080	
	IT Process Analyst 10	520	176	1384	2080	2096	2088	2088	2088	2080	
	IT Process Analyst 11	520	176	1384	2080	2096	2088	2088	2088	2080	
	Help Desk Staff 1		176	1384	2080	2096	2088	2088	2088	1387	693
	Help Desk Staff 2		176	1384	2080	2096	2088	2088	2088	1387	693
	Help Desk Staff 3		176	1384	2080	2096	2088	2088	2088	2080	
	Help Desk Staff 4		176	1384	2080	2096	2088	2088	2088	2080	
	Help Desk Staff 5		176	1384	2080	2096	2088	2088	2088	2080	
	Help Desk Staff 6		176	1384	2080	2096	2088	2088	2088	2080	
	IT Operations Staff 1		176	1384	2080	2096	2088	2088	2088	1387	693
	IT Operations Staff 2		176	1384	2080	2096	2088	2088	2088	1387	693
	IT Operations Staff 3		176	1384	2080	2096	2088	2088	2088	1387	693
	IT Operations Staff 4		176	1384	2080	2096	2088	2088	2088	1387	693
	IT Operations Staff 5		176	1384	2080	2096	2088	2088	2088	1387	693
	IT Operations Staff 6		176	1384	2080	2096	2088	2088	2088	2080	
	IT Operations Staff 7		176	1384	2080	2096	2088	2088	2088	2080	
	IT Operations Staff 8		176	1384	2080	2096	2088	2088	2088	2080	
	IT Operations Staff 9		176	1384	2080	2096	2088	2088	2088	2080	
	IT Operations Staff 10		176	1384	2080	2096	2088	2088	2088	2080	
	IT Operations Staff 11		176	1384	2080	2096	2088	2088	2088	2080	
	IT Operations Staff 12		176	1384	2080	2096	2088	2088	2088	2080	
	IT Operations Staff 13		176	1384	2080	2096	2088	2088	2088	2080	

Figure 4-15. Deloitte Personnel by Project Phase.

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Meet Our Team

We have introduced our Key Staff positions, roles and responsibilities in the sections above. Below we have highlighted the skills and experiences of our Key Staff:

Sanjeev Sethi

ENGAGEMENT DIRECTOR

9+ YEARS Engagement Director	**4 Projects** Director/Engagement Manager on Like ISS Engagement	**22 YEARS** Development and M&O Experience	**18 YEARS** with Deloitte

Sanjeev has more than 22 years of extensive, progressive, and successful experience in transitioning large scale system to maintenance and operation as well as enhancing and modernizing the large-scale transaction processing systems. In the past 15 years, he has specific experience in the management of key Deloitte projects within Public Assistance systems in the Health and Human Services arena. Sanjeev has held key positions including Functional Track Lead, System Administrator, Help Desk Manager, Production Support Manager, Application Development Manager and Project Manager. In the recent past, he has served as Project Director on several large engagements similar to DHS including Texas, Arkansas and most recently Illinois. He has supported Integrated Eligibility applications for more than 22 years and has gained an in-depth knowledge of TANF, SNAP, Medicaid, Foster Care, and other public assistance programs. His most recent experience includes his work as the Project Director on the Texas Integrated Eligibility Redesign System (TIERS) project.

Why Is Sanjeev Ideal for This Role?

Throughout his career, Sanjeev has held positions in most of the areas in which DHS is requesting services. Most recently, he has served as Engagement Director on several of Deloitte's most strategic projects including Texas, Alaska and Illinois overseeing projects worth 800 millions of dollars. Sanjeev has extensive executive and engagement management experience in various technologies and is experienced in managing multiple large scale Health and Human Services projects simultaneously.

Training & Qualifications

Diploma in Computer Science and Applications

Jay Waller

ENGAGEMENT MANAGER

10+ YEARS	3 Projects	13 YEARS	8 YEARS
Engagement Manager	Leadership Experience	M&O Experience	with Deloitte

Jay has more than 13 years of consulting experience in project management, maintenance and operations of business applications particularly in the areas of Microsoft Distributed Internet Architecture, Microsoft .Net Framework, distributed client/server, and electronic document management, workflow, and imaging. Jay is currently serving as the project manager on the Florida Retirement System Project. Jay is also a certified Project Management Professional and acquired this certification from the Project Management Institute in August of 2005 and continues to maintain this credential. Jay is a subject matter expert in Pension systems including defined benefit, defined contribution, and lump sum retirement options

Why Is Jay Ideal for This Role?

Jay is an accomplished leader who has been with Deloitte for over 8 years and has experience in implementing, transitioning, and managing large-scale initiatives in Health and Human Services and builds excellent relationship with the client management teams. He is well versed in the operating and maintaining of the large scale systems. Jay brings a focus on operating, optimizing and enhancing to his projects, resulting in consistent system modernization and quality improvements for the many clients he has served. With his experience implementing and using various project management and delivery methodologies, Jay has a history of delivering projects on time and under budget.

Training & Qualifications

Certified Project Management Professional, ITIL Foundation V3 Certified

Ashok Hameermul

TECHNICAL LEAD

17 YEARS	4 Projects	10+ YEARS	12+ YEARS
HHS Experience	Developmental/Technical Lead on Like ISS Engagement	M&O Experience	with Deloitte

Ashok is a PMI certified Project Management Professional and ITIL v3 Foundation certified with over 17 years of consulting experience in transitioning, maintenance and operations and the enhancement of large-scale information systems. His skills also include architecting and designing enterprise solutions in mainframe, client service and web-based environments. Ashok has experience with various database technologies such as DB2, Oracle and MS SQL Server. He has experience in a range of various programming language and solution includes: Cobol, CICS, JCL scripts, ProCobol/ProC, Power Builder, Tuxedo, J2EE, IBM WebSphere, MuleSoft, Harvest and Perforce document and source code control system, Corticon business rules engine, Salesforce, Wave Analytics, and performance monitoring products like DynaTrace and Zabbix. The majority of Ashok's experience has been in Public Sector with particular focus on Health and Human Services. Ashok has also extensive experience in analyzing and implementing new business processes, program policy and rules, legislative policy changes, and innovative solutions.

Why Is Ashok Ideal for This Role?

Throughout his career, Ashok has worked on maintaining and evolving legacy applications to emerging technologies including Cobol/Mainframe environments to Client Server architecture to Web-based solution to the cloud and mobile based solutions and helped the states in stabilizing, optimizing, enhancing, modernizing and innovating their current integrated eligibility systems that manages SNAP, TANF and Medicaid. Ashok has successfully managed all phases of the Software Development Life Cycle, and has delivered technical solutions to business problems within scope, budget, schedule and quality constraints and has demonstrated success in consistently establishing high performing teams for the delivery. He brings structured collaboration practices to development and technical staff as they deliver projects to the stakeholders while working with the State IT Managers on a daily basis.

Training & Qualifications

Project Management Professional (PMP) Certification, ITIL Foundation V3 Certified, Agile Delivery Methodology, Harvard Management Essentials, Deloitte Health and Human Services Proficiency Program, Confidentiality and HIPAA training programs.

Jeff Hach

OPERATIONS LEAD

10 YEARS	8 YEARS	13 YEARS	15 YEARS
Management Experience	Leading Process Management	M&O Experience	with Deloitte

Jeff has over 15 years of experience working in Deloitte's Public Sector practice on large-scale system transition, and maintenance and operations projects. He has specialized in leading teams on Integrated Eligibility systems for Medicaid, Food Stamps, Temporary Assistance for Needy Families, and child care.

Jeff has led several improvement initiatives leading to improved transparency and metrics in quality assurance, streamlined timelines for requirements and design approval processes and faster time to optimal system processing for system implementation processes in Kentucky and Texas.

He has participated in in all phases of the system development life cycle including requirements, design, development, testing, implementation, and maintenance. In his Maintenance and Operations leadership roles, Jeff has led Operations teams in help desk, change and release management, defect resolution and root cause analysis. Jeff is well versed in multiple development methodologies including waterfall and Agile Scrum.

Prior to joining Deloitte, Jeff served in the United States Navy as an Intelligence Specialist in the Operations Department throughout 48 months and two deployments to the Arabian Gulf earning various medals for expeditionary warfare, service and good conduct. He was honorably discharged following his end of active obligated service.

Why Is Jeff Ideal for This Role?

Jeff has deep experience in all aspects of the requested services of the Operations Lead Role. He has demonstrated his excellent management skills through Application Support management. With a focus on transparency and long-term strategic process improvements, He teams efficiently with State Help Desk and Program Area stakeholders for ticket prioritization. He is certified in the required accreditations in addition to others. He understands not only process management but has a deep knowledge of the Health and Human Services domain in staff and leadership positions. Jeff has prior Arkansas experience; he was the Operations Manager on the 1095-B project working with the Arkansas Department of Human Services.

Training & Qualifications

ITIL Foundation V3 (January 2017), Project Management Professional (PMP), Certified Scrum Master (CSM), Agile Certified Professional (ACP)

Nick Jivani

SECURITY EXPERT

10+ YEARS Director Project Oversight	**7 Projects** Manager on Like ISS Engagement	**15 YEARS** M&O Experience	**2 YEARS** with Deloitte

Nick started his professional career in 1989 and since then has gained extensive experience in managing infrastructure products and projects with emphasis on the Identity and Access Management, Software Configuration Management, and Test Management technologies. Since joining Deloitte, Nick has focused on delivering and managing information & technology risk management solutions, having experience in areas including identity and access management, information security risk and compliance management, data privacy & security assessment.

Prior to joining Deloitte, he served as an IT Manager with a major national telecommunications company that provides wireless services and is a major global Internet carrier. He has executed and managed multiple client engagements involving direct customer interaction and coordination with the onsite team and offshore resources. He has worked across diverse industries such as state government, telecommunication services, and information technology.

Why Is Nick Ideal for This Role?

Throughout his career, Nick has held positions in most of the areas in which DHS is requesting services. Most recently, he has served as Security Lead/Project Manager on several of Deloitte's most strategic projects including Texas and Washington.

Training & Qualifications

4US Patents: 6,874,099, 6,799,147, 8,108,349, and 8,185,501.

Certified Information Systems Security Professional (CISSP) Certification – February 2017; Bootcamp completed.

Certified Information Security Manager (CISM) Bootcamp completed.

Debasis Saha

ENGAGEMENT QA PRINCIPAL

10 YEARS QA Principal	**10+ Projects** QA Principal on Like ISS Engagement	**20 YEARS** Development and M&O Experience	**20 YEARS** with Deloitte

Deb leads the Applications Management System practice for Deloitte's Public Sector practice. His deep knowledge and understanding of HHS business processes comes from more than 25 years working with the state and local government agencies. Deb has overseen numerous successful system projects for implementation, business process redesign, training delivery, change leadership, maintenance and operations, and enhancements engagements. Deb led Deloitte's transition from other vendors' human services solutions for the state of Colorado and California. For these projects, he successfully led the transition, stabilization, maintenance, operations, and enhancements services and currently serves as the quality and risk principal for these projects.

Why Is Debasis Ideal for This Role?

Deb's extensive experience from successfully transitioning, maintaining and operating similar HHS systems provides him with the background to advise the project on potential issue and risks, along with providing proven quality management methodologies.

Kristen Miller

NATIONAL TECHNOLOGY LEADER

5 YEARS National Technology Leader	**5 PROJECTS** Advisor on Like ISS Engagement	**21 YEARS** Public Sector	**10 YEARS** with Deloitte

Kristen is a principal with Deloitte Consulting who has served public sector agencies and higher education institutions for over 21 years. Kristen has served the Texas Department of Transportation, the Texas Comptroller of Public Accounts, the University of Texas at Austin, and Texas Office of the Attorney General, Child Support Division. She is currently serving the Texas Department of Motor Vehicles and Texas A&M University System. She has helped these organizations across the full technology domain including IT strategy and organization review, business process reengineering, and security and privacy reviews.

Kristen has also worked within State government, serving as the State CIO for the Commonwealth of Pennsylvania. Kristen serves as the Regional Lead for the Systems Integration Service line in Deloitte's Technology service area, and Lead Client Service Partner for the state of Texas. Kristen also serves in the Client Excellence role for Deloitte's Public Sector practice and as a Dean for the Technology Consultant Development Program.

Why Is Kristen Ideal for This Role?

As a former state CIO and leader in the Deloitte technology practice, Kristen brings a focus on technical trend and government digital innovation. She will provide perspective and new ideas to leverage technology innovation to support business transformation.

Wade Horn

NATIONAL HHS LEADER

5 YEARS National HHS Leader	**10+ PROJECTS** Advisor on Like ISS Engagement	**30+ YEARS** Public Sector	**10 YEARS** with Deloitte

Wade is the Human Services Leader for Deloitte's Public Sector Practice. Prior to coming to Deloitte, Dr. Horn served from 2001 to 2007 as the Assistant Secretary for Children and Families within the U.S. Department of Health and Human Services where he oversaw over 60 federal programs aimed at improving the well-being of children and helping families achieve self-sufficiency. The programs included welfare, child welfare, adoption, child support, Head Start, child care, and refugee resettlement. In his role as the Human Services Leader, he meets with Deloitte leadership and State leadership and advises on ways to effectively and efficiently improve HHS applications and business operations.

Why Is Wade Ideal for This Role?

Wade provides access to HHS leaders across the Nation to provide insights and perspective on National HHS policy interpretation and is ahead of upcoming trends in legislation. He maintains two way communication with Federal partners and legislators to understand and interpret the upcoming program medications and facilitates relationships with DHS leadership.

Mike Wyatt

NATIONAL CYBER SECURITY LEADER

4 YEARS National Cyber Security Leader	**5+ PROJECTS** Advisor on Like ISS Engagement	**27 YEARS** Public Sector	**9 YEARS** with Deloitte

Mike serves as Deloitte's Cyber Risk Services leader for the states of Arkansas, Texas, Georgia, and South Carolina. He has over 27 years of experience in cyber security and enterprise systems integration in state public sector and is responsible for leading Deloitte's state public sector incident response, state security program development, and state security assessment activities. He has lead enterprise security assessments and security program development activities for the States of Utah and South Carolina as well as assisting the State of Texas with the development of the statewide security framework. He also leads Deloitte's Identity and Access Management practice.

Mike speaks nationally on topics of cybersecurity legislation and security program development. He services as the co-chair of the Cyber Risk committee of the IT Alliance for Public Sector (ITAPS) and is active with the National Association of State CIOs. Mike is a Certified Information Security Auditor and Certified Information Privacy Professional.

Why Is Mike Ideal for This Role?

Mike's extensive experience in Cyber Risk Services poises him to provide access to the right staff when additional services are requested, as well as share upcoming trends in the Cyber risk space with DHS leadership.

Representative Staff Qualifications

Consistent with our organizational chart, we demonstrate, below, a series of representative staff biographies. Upon award, we will finalize the remainder of the team with like skills to those in the biographies below. When coupled with the key personnel described earlier in this template, we deliver a team with the right skills and experience to deliver excellence to DHS.

Alex Mezhinsky

BUSINESS LEAD

15 YEARS	13 YEARS	13 YEARS	13 YEARS
Relevant Experience	Public Sector Experience	M&O Experience	with Deloitte

Alex has 13 years of Public sector experience implementing a Child Welfare System, Integrated Welfare Eligibility System, Incremental Web Renewal, Customer Facing Web Self Service Portal, and Data Warehouse. Alex was the lead and Change Control Manager for managing various PMO activities such as project deliverable management, financials, project status reporting, and the project Change Control process, from the initiation of each Change Request through estimation, approval, release planning, requirements, design, development, testing, and implementation.

Why Is Alex Ideal for This Role?

Throughout his career, Alex has been effectively assembling and managing many teams to complete the implementation projects on schedule and under budget. He is able to collaborate and communicate with project teams to achieve a common goal and become a trusted business advisor for the client.

Training & Qualifications

Project Management Professional (PMP) Certification

Danielle Johnson

BUSINESS INTELLIGENCE AND REPORTING LEAD

10 YEARS	0 YEARS	5 YEARS	6 YEARS
Relevant Experience	Public Sector Experience	M&O Experience	with Deloitte

Danielle is a Manager in Deloitte's Life Sciences practice specializing in leading Business Intelligence and Data Warehousing (BIDW) projects. She has over ten years of consulting experience delivering solutions to clients in Life Sciences & Health Care, Energy and Resources, Financial Services, and Technology, Media and Entertainment (TMT). Danielle successfully led and delivered requirements and design for seven BI/DW implementations at pharmaceuticals clients leveraging SQL, Oracle, Informatica PowerCenter, SAP BusinessObjects and Tableau.

Why Is Danielle Ideal for This Role?

Danielle has extensive experience managing end-to-end delivery of multiple BI/DW solutions, including Oracle and SAP.

Training & Qualifications

SAP Business Objects Web Intelligence Universe Design & Advanced Report Design, Tableau, Qlik Designer & Developer, Informatica, IBM DataStage, SQL Tuning, Korn Shell, C, Matlab

David Mann

CLIENT SERVER LEAD

25 YEARS	25 YEARS	14 YEARS	25 YEARS
Relevant Experience	Public Sector Experience	M&O Experience	with Deloitte

David has a vast experience in designing and developing computing solutions for public assistance programs. For over 14 years, David has provided design, analysis, data conversion, and programming support as a Project Lead for Indiana's Integrated Eligibility system. Before Indiana, David worked as Project lead within a client server architecture as a Senior Programmer Analyst for Consumer and Industrial Products for about six years.

Why Is David Ideal for This Role?

David has been a hands-on Technical lead throughout his career. His extraordinary experience has been leveraged in all stages of the software development lifecycle.

Training & Qualifications

EVD/SI, J2EE, Informatica Powercenter, Eztrieve, Strut 1.2, VSAM, JCL,SQL*PLUS, Visual Basics 4.0,COBOL,VAX/VMS, Decnet,Oracle 6.0,PL/SQL, Shell Script Programming.

Eddie Currie

PROJECT MANAGEMENT LEAD

18 YEARS	18YEARS	6 YEARS	2 YEARS
Relevant Experience	Public Sector Experience	M&O Experience	with Deloitte

Eddie has over 13 years of project implementation experience and over 19 years of public sector experience including SAP and Java implementations and other technology pursuits. Included in this timeframe is 11 years of experience in the Title IV-D program as a policy and legislative lead.

For the past two years he has been the PMO Manager for the State of Oregon Child Support System Replacement Project where he manages project functions including staffing, schedule management, issues and risks, change control, and quality assurance. Eddie also collected metrics for a Public Sector IT Initiative and was responsible for weekly, monthly, and yearly status reports, technical training and knowledge transfer, and implementation deliverables.

Why Is Eddie Ideal for This Role?

Eddie brings extensive knowledge of project management operations and Public Sector experience. His extensive experience with project management makes him ideal for this position.

Training & Qualifications

Expertise with Microsoft Word, Microsoft Excel, Microsoft Power Point, Microsoft Project, Tableau.

Gabrielle Otis

CHILD CARE & EARLY CHILDHOOD BUSINESS LEAD

9YEARS	3 YEARS	3 YEARS	3 YEARS
Relevant Experience	Public Sector Experience	M&O Experience	with Deloitte

Gabrielle has 9 years of experience in the Technology Consulting practice for various service areas.

In the last 3 years, she worked with Deloitte within the Public Sector Industry and Systems Integration service line. She started as a Master Scheduler/Project schedule master and worked in the Unified Health Infrastructure Project for the state of Rhode Island which is the nation's first interagency initiative to design and implement the integrated Health Insurance Exchange and integrated eligibility system. Later she worked for the State of Colorado and State of Delaware and as a Functional & Delivery Manager, she supported the design, implementation, estimation, project planning and testing activities for the internal Child Care application and an external, mobile, Provider application (PSS).

Why Is Gabrielle Ideal for This Role?

Along with extensive public sector Industry experience, Gabrielle brings her technical expertise and strong project management skills to manage various small and large-scale complex initiatives. Her professional level certifications, training, and work experience within the various phases of SDLC and Agile methodologies makes her a strong candidate for this role.

Training & Qualifications

Expert in Microsoft Office (Word, Excel, PowerPoint, Project, Visio, Publisher), Expert in SQL, Access, and JIRA

Jane Mathias

WEB APPLICATION LEAD

6 YEARS	5 YEARS	1 YEAR	5 YEARS
Relevant Experience	Public Sector Experience	M&O Experience	with Deloitte

Jane has worked as a functional and technical lead for the Indiana Client Eligibility System, Washington DC Statewide Automated Child Welfare Information System, Kentucky Health Insurance Exchange, and Delaware Department of Services For Children, Youth, and Their Families.

For the first three years of her career Jane was the Intake/Investigation and Provider/Finance module lead in Delaware. For Kentucky's Integrated Eligibility project she was involved in developing the citizen's self-service portal as a technical lead and was responsible for legacy data conversion of the Self Service Portal. She then transitioned to Indiana's Integrated Eligibility project working as the Interfaces/Data Exchange Track Manager. She is responsible for gathering and analyzing requirements, managing a team of developers, and creating project charter estimates and schedules for implementation.

Why Is Jane Ideal for This Role?

Jane has a strong background in Public Sector projects as well as the right technical skillset for web applications development. She has 6 years of experience in leading, managing, developing and implementing business and web applications with a thorough knowledge of the software development lifecycle.

Training & Qualifications

Languages: C# .NET, VB .NET, Mainframe; **Databases**: Oracle, SQL Server 2008, SQL Server 2012, DB2, IMS; **Web Servers**: IIS 7.0 / 6.0;**Web Technologies**: ASP.NET MVC, ASP.Net 3.5, ASP.Net 4.0, COBOL;**Scripting Languages**: HTML, Javascript and XML; **Tools**: VS 2008, VS 2010, VS 2012, TFS, Microsoft Windows Azure, FileZilla, Adobe RoboHelp, Office Writer, Atalasoft DOTImage, Crystal Reports.

Kim Roach

INTEGRATED ELIGIBILITY BUSINESS LEAD

8 YEARS	8 YEARS	5 YEARS	2 YEARS
Relevant Experience	Public Sector Experience	M&O Experience	with Deloitte

Kim has over eight years of experience in Health Insurance technology and policy, including MAGI, QHP, APTC, and Medicare Part D. The first four years Kim worked for a major Health Care provider where she led a team that designed, developed, tested, and implemented over 150 change requirements per CMS Part D guidance, and two lifecycle implementations including Limited Income Newly Eligible Transition program for the Medicare Part D system.

The next two years Kim worked as Functional Lead for development and implementation of a highly successful Integrated Medicaid and State Health Benefits Exchange system for the Commonwealth of Kentucky. She led business requirement sessions with vendors and business partners, including policy decision makers at the state level.

For the last two years, Kim transitioned into a position with Deloitte as a Functional Lead and Test/Release Coordination Lead for an Integrated Eligibility Transitional Project for the State of Oregon. She currently leads Deloitte onsite and remote team members and collaborates with client Policy and Operations teams for Applicant Portal enhancement designs and production defect resolution.

Kim's experience in leadership, knowledge of HHS Eligibility, and ability to make the business to technology translation make her a perfect fit for this role.

Why Is Kim Ideal for This Role?

Kim brings extensive program knowledge of HHS programs with a focus on Eligibility and Enrollment. She also brings a collaborative approach to teamwork and the ability to make the business to technology translation. She has been a lead for functional design and quality assurance for Eligibility and Enrollment as well as other programs for over for years in the State of Oregon and the Commonwealth of Kentucky.

Training & Qualifications

Expert in Microsoft Excel, Microsoft Word, Microsoft Power Point, Microsoft Project, CRM, Microsoft Team Foundation Server (project experience), Oracle Rightnow CRM (project experience).

Melissa Valencia

ADULT AND DISABILITY SERVICES BUSINESS LEAD

14 YEARS	12 YEARS	6 YEARS	2 YEARS
Relevant Experience	Public Sector Experience	M&O Experience	with Deloitte

Melissa worked within Kentucky's Cabinet for Health and Family Services for 12 years. The first 5 years Melissa worked as a caseworker where she determined benefit eligibility for SNAP, TANF and Medicaid. The next 5 years Melissa worked for the Central Office Medicaid unit as a Medicaid Policy Analyst where she helped write policy and procedures which governed the Adult Medicaid perspective of benefit determination.

In the last 2 years of her career with the Cabinet Melissa worked as a supervisor responsible for the Adult Medicaid unit who administered benefit eligibility determination primarily for Non-MAGI Medicaid (buy –ins, long term care, spend down, Aged & Disability based MA, SSI Medicaid, Foster Care & Adoption Medicaid). While Melissa's unit focused on the Adult Medicaid portion of benefit determination her unit also determined benefit eligibility for SNAP, TANF, and LIHEAP in situations where the elderly qualified.

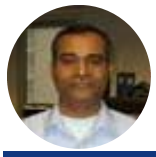
After 12 years with the Cabinet Melissa transitioned into a position with Deloitte as a quality assurance lead given her breadth of knowledge across SNAP, TANF and Medicaid, domains. Melissa assisted with the conversion/integration of the KY State programs from the Kentucky legacy system to the new State healthcare exchange and benefits system. Melissa is able to use her extensive end user and policy knowledge to further enhance the new HBE system through the collaboration enhance collaborate with the international and onsite teams.

Why Is Melissa Ideal for This Role?

Not only does Melissa bring an extensive wealth of knowledge of the KY programs (SNAP, TANF and Medicaid) but she is also a team player and she has the ability to communicate effectively. Her ability to provide great attention to details enables her to not only provide a perspective from the end user side but from the development side.

Training & Qualifications

Expert in Microsoft Excel, Microsoft Word, Microsoft Power Point, Microsoft Project, Microsoft Visual Studio, SQL, and CRM.



Murali Kondepati

MAINFRAME LEAD

28 YEARS	9 YEARS	18 YEARS	9 YEARS
Relevant Experience	Public Sector Experience	M&O Experience	with Deloitte

Murali has over 28 years of experience in client service with over 18 years of experience in Mainframe Systems, working with users to define their needs in State Government Projects, Financial Industry and Insurance Industry clients.

He worked for 8 years with the State of Indiana on their Indiana Client Eligibility System, a client-based online system that provides fully integrated processing in the determination of client eligibility, issuance of benefits, and management support for different benefit programs. He performed various roles and responsibilities including analyzing new programs, redesigning and rewriting programs to improve the efficiency and run time, performed unit testing, integration testing and system testing, and participated in analysis and design discussion meetings.

For one year, he worked with Florida's Department of Children and Families on their online Recipient Integrated Data Access System; a centralized online system that integrates child support enforcement services, public assistance entitlement programs, and Food Stamps services. Florida's system is designed to integrate and automate the eligibility determination process for public assistance programs. Murali was responsible for designing and executing development and enhancement projects independently and as part of major project teams.

Prior to Deloitte, he worked for the State of Indiana and in the financial services industry.

Why Is Murali Ideal for This Role?

Along with extensive public sector Industry experience, Murali brings his very deep knowledge and technical expertise, strong project management skills to manage various small and large-scale complex initiatives within multiple threads. His training and work experience within the various phases of the development lifecycle make him a strong candidate for this role.

Training & Qualifications

Expert in Microsoft office (Word, Excel, PowerPoint, Project, Visio, Publisher), Expert in SQL, IBM3090, MVS, IMS-DB, CICS, DB2, TSO/SPF, COBOL II, Unix, ISAM, Fortran

Rohit Makhijani

CHILD WELFARE/YOUTH SERVICES BUSINESS LEAD

3 YEARS	5 YEARS	1 YEAR	5 YEARS
Relevant Experience	Public Sector Experience	M&O Experience	with Deloitte

Rohit has over five years of experience in Health and Human Services public policy with focus on Child Welfare, and Integrated Eligibility systems. He has been with Deloitte for over 5 years working in a Functional lead role on multiple Public Sector M&O and development projects.

Rohit has over three years of Child Welfare experience as a Functional lead for Delaware's Department of Services for Children, Youth and Their Families. As a Functional lead he conducted design sessions with the key business stakeholders and finalized design for enhancements, and coordinated with onsite and remote teams for the design, development, testing, deployment of defect fixes, and enhancements.

For the last two years Rohit is a Functional lead for the State of Indiana Eligibility System, which is the automated system supporting the operations of the Family and Social Services Administration, Division of Family Resources. As a Functional Lead for the Interfaces track, owning 189 interfaces with different vendors, he collaborates with vendor partners and the client team conducting design sessions.

In addition to his HHS domain experience Rohit also has development and analytics experience with the State of Montana Integrated Eligibility System. He worked as a Reports and Online Forms developer.

Why Is Rohit Ideal for This Role?

Rohit brings extensive program knowledge of HHS programs, focusing on Child Welfare and Integrated Eligibility. He led functional design teams in Child Welfare and Integrated Eligibility for over five years in Delaware and Indiana. Rohit's experience as a Functional lead, knowledge of interfaces, and technical experience make him a perfect fit for this role.

Training & Qualifications

Expert in Microsoft Excel, Microsoft Word, Microsoft Power Point, Microsoft Project, Microsoft Certified Technical Specialist,

Oracle Certified SQL Expert, Agile

Sandy Mulligan

TESTING LEAD

12 YEARS	18+ YEARS	4 YEARS	11 YEARS
Relevant Experience	Public Sector Experience	M&O Experience	with Deloitte

Sandy has been actively engaged in the implementation and /or maintenance of nine different Child Support Enforcement (CSE) systems in various states including Arkansas, Florida, Kentucky, Michigan, Pennsylvania, and Texas. She has served as a lead tester as well as Subject Matter Expert during System Test, Regression Test and User Acceptance Test phases on several CSE projects. She also managed the testing activities for the interface functionality between the Eligibility (IV-A) and Child Support (IV-D) systems in Virginia and Rhode Island. She has experience in leading business process refinement activities for child support programs in Texas, Indiana, and New York; and, in a data analysis and reporting redesign project for Federal OCSE. She has developed and conducted end user training as well as train-the-trainer materials for the new CSE systems. During her 12 years working in child support programs, she has played a major role in all phases of a child support system, including process analysis, requirements definition, design, development, testing, implementation, training development and delivery, operations and maintenance. Sandy has field experience as an Eligibility Specialist in the IV-A agency and as a Child Support Enforcement Officer in IV-D agency for the State of Texas.

Why Is Sandy Ideal for This Role?

Sandy brings extensive experience in managing and executing testing activities for multi-platform, large-scale systems in various states. She not only manages testing teams but also uses her knowledge and skills to execute testing activities to validate system requirements during various testing phases. Testing experience includes

- Develop test plan, test scenarios and scripts to test system functionality based on defined requirements
- Manage testing activities by recording and reviewing test results, providing clarifications for result discrepancies
- Manage defect resolution activities by logging and monitoring defect, and by supporting the technical team by providing functional clarifications
- Perform regression testing for defect fixes
- Update functional specifications documents
- Coordinate change control requests and identify functional gaps and system requirements based on testing activities and results.

Training & Qualifications

Testing Tools: HP Quality Center (HPQC), Team Foundation Server (TFS), Microsoft Visual Studio 2010, Microsoft Test Manager (TMT), JAMA, JIRA IBM Rational ClearQuest Tool

General Tools: Full Microsoft Office Suite

Senthil Nathan

DATABASE ADMINISTRATION

16 YEARS	18 YEARS	10 YEARS	12 YEARS
Relevant Experience	Public Sector Experience	M&O Experience	with Deloitte

Senthil Nathan has worked as Database Administrator in large scale HHS projects including the Los Angeles County, California Public Assistance System, TIERS at the Texas HHSC and BRIDGES at the state of Michigan HHSC. For these projects Senthil built the data model for a multi-terabyte database with over 1000 entities.

Why Is Senthil Ideal for This Role?

Senthil has extensive knowledge of the Public Assistance System data model and functionality. For nearly two decades he has built and managed large database systems. In addition to his knowledge of Public Sector data models and database administration, Senthil has been instrumental in performance tuning applications and strategizing the overall system architecture of HHS projects.

Training & Qualifications

Project Management Professional, Oracle, SQL server, MySQL, Ms Access, RDMS 2200, DMS II, Unix (Solaris), Linux (multiple flavors), Windows, Unisys (A-series and Clearpath) Operating systems,

Client-server & Web application development environments, PDA and desktop applications

Stefan Sokerov

PERFORMANCE MONITORING & CAPACITY

8 YEARS	8 YEARS	5 YEARS	7 YEARS
Relevant Experience	Public Sector Experience	M&O Experience	with Deloitte

Stefan is a skilled system architect known for delivering large-scale projects for over 8 years by assessing the technical landscape and introducing the right technologies and processes to bridge gaps, and enable business-aligned vision. His extensive experience in various technology stacks, including Microsoft and Java, allows him to be a plug-and-play resource that can be leveraged to solve any problem.

Stefan is currently serving as the Technical Manager and Enterprise Architect on a long term eligibility M&O project. As Technical Manager, he manages a team responsible for managing infrastructure, application architecture, performance testing, software configuration, release managagment, and database administration. In his role as Enterprose Architect, he is responsible for establishing, managing and enforcing technology standards and process across the Enterprise by working with client and project stakeholders.

Why Is Stefan Ideal for This Role?

Stefan has extensive experience in managing infrastructure, architecture, performance testing, configuration and database management. He can leverage his prior project experience as Enterprise Integration Lead in providing enterprise middleware integration guidance and assistance to 7 enterprise application teams with almost 300 developers across the teams.

Training & Qualifications

SQL, C#,XML, Java/J2EE/Java EE 5, Visual Studio 2003, Microsoft SQL Server 2012 and PostgreSQL 9, Expert with Microsoft Suite

Stephen Fogle

ENHANCEMENTS LEAD

11YEARS	11 YEARS	10 YEARS	12 YEARS
Relevant Experience	Public Sector Experience	M&O Experience	with Deloitte

Stephen has over 11 years of experience working with the state government on small and large-scale, Web-based system implementation projects. Through his participation in numerous Salesforce system implementation projects, Stephen possesses a broad skillset including excellent project management and implementation delivery skills.

Stephen has served as the ISS Project Manager for a Salesforce self-service portal project which integrates with a Salesforce Call Center CRM. On this large-scale State welfare project, he also served as the Manager of the ISS Project Management Office (PMO), supporting over 125 Deloitte practitioners and 50 clients on the project.

Why Is Stephen Ideal for This Role?

By participating in the various phases of the SDLC Stephen possesses a broad skillset including excellent problem solving, communication, and delivery skills. Stephen has been exposed to all aspects of the development life cycle including requirements, design, testing, and implementation as well as PMO functions.

Training & Qualifications

Development Services .NET vendor training

Steve Brunger

IT OPERATIONS SUPPORT SERVICES LEAD

20 YEARS	10 YEARS	(10) YEARS	15 YEARS
Relevant Experience	Public Sector Experience	M&O Experience	with Deloitte

Steve is a Senior Manager with Deloitte and has over 20 years of experience building and managing complex IT operations support programs for networks and applications, as well as the design and implementation of call centers and Level 1, 2, and 3 support structures. Steve leverages ITIL best practices to implement high quality IT Operations services for clients around the world, and in a variety of industries including significant public sector work.

Why Is Steve Ideal for This Role?

Deloitte is interested in providing the optional services for IT Operations support. Steve brings extensive cross industry experience and best practices, leveraged for both public and private sector accounts. His extensive experience designing, building, and supporting complex networks, applications, and call centers will provide a strong foundation for ISS.

Training & Qualifications

ITIL V3 Foundation certified

OSHA certified, Expert in SAN, NAS, VoIP, IP, BGP, EIGRP, OSPF, RIP, IPX, Serial, ATM, Frame Relay, ISDN, VLANs, Ethernet, FDDI, SNMP, Checkpoint (Nokia), VPN, Cisco routers/switches (all platforms), 3Com, Nortel, Linux, Symposium and Meridian call center solutions.

Vicky Tillman

QUALITY ASSURANCE ANALYST

15 YEARS	32 YEARS	7 YEARS	12 YEARS
Relevant Experience	Public Sector Experience	M&O Experience	with Deloitte

Vicky has over 22 years of experience in the child support field and 12 years in implementation of large-scale Child Support systems in various states including Michigan, Pennsylvania, Florida, and Kentucky. She also has over 7 years experience in Maintenance and Operations of the Indiana and Pennsylvania child support programs. In these projects she has served as a Subject Matter Expert, Business Analyst, Tester and Trainer.

As part of the duties in the child support program in Kentucky, Vicky has experience with the IV-A and IV-E programs and their interaction with child support. As a County Director of Child Support, she led an initiative to educate each program to the interactions with each other. As the eligibility of TANF participants and their cooperation is vital information to the child support program. This collaborative effort assisted the managers and workers to have a better understanding of the need for a cooperative effort to add to the success of each program.

Why Is Vicky Ideal for This Role?

Vicky brings extensive knowledge of the health and human service programs from the unique perspective of having worked in the front lines in the Cabinet of Health and Family Services in Kentucky. She presents the attention to detail and knowledge of teamwork to ensure cooperative understanding between the various aspects of the program.

Training & Qualifications

Business Administration – University of Kentucky

Expert in Microsoft Word, Microsoft Excel, Microsoft Office, Microsoft Power Point, SharePoint

We are committed to having the right resources to meet the needs of the project in particular to develop new functionality as well the as-needed IT services. We have developed a national pool of over 2000+ HHS experts, giving us deep bench strength, allowing us the flexibility needed when delivering a long-term engagement. Lastly, we have had great success with our Contingency Work Force Services group that allows us to backfill any resources that may leave the project and fulfil dynamic staffing needs.

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2.0 Vendor Key Personnel

The Vendor should identify Key Personnel for the Engagement, as described in the RFP, including:

- Name
- Position in Vendor organization
- Proposed role on Engagement
- Focus of work effort
- % of time for that work effort
- Experience in the proposed role
- Qualifications for the proposed role
- Role in the last three (3) projects

Instructions: Complete the following Table detailing the Key Personnel identified for this Engagement. Add rows as necessary. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Table 1. Vendor Key Personnel

NAME	POSITION IN ORGANIZATION	PROPOSED ROLE ON ENGAGEMENT	FOCUS OF WORK EFFORT	% OF TIME FOR THAT WORK EFFORT	EXPERIENCE IN PROPOSED ROLE (YEARS)	QUALIFICATIONS FOR PROPOSED ROLE	ROLE IN LAST 3 PROJECTS
Sanjeev Sethi	Managing Director	Engagement Director	Engagement Management	50%	9 years	• 9+ years providing direct project oversight and authority over ongoing relationships • Authorized to commit the resources of the company in matters pertaining to the performance of the contract	• Project Director • Engagement Manager • Quality and Risk Director

						• 22 Years Development and M&O experience	
Jay Waller	Senior Manager	Engagement Manager	Engagement Management	100%	13 years	• 13 years of experience managing an M&O team with a public sector client	• Project Manager • Project Manager • Project Advisor
Ashok Hameermul	DC Specialist Master	Technical Lead	Maintenance & Operations	100%	8 years	• 8 years of experience architecting/designing enterprise solutions • 10 years of experience with technology implemented at DHS • 17 years of relevant work experience to this project	• Application Development and Technical Manager • Technical Advisor • Enhancements Lead
Jeff Hach	Senior Solution Manager	Operations Lead	Maintenance & Operations	100%	10 years	• ITIL certified (January 2017) • 10 years of managing experience • 13 Year M&O Experience	• Operations Manager • Project Manager • Production Support Operations Manager
Nick Jivani	Advisory Manager	Security Expert	Maintenance & Operations	80%	10 years	• CISSP (February 2017); CISSP bootcamp completed • 10 years of experience implementing and managing security in enterprise solutions • 10 years of experience implementing and managing identify and access management solutions using software implemented at DHS	• Security Manager • Security Lead • Security Manager

2.1 Subcontractor Key Personnel

The Vendor should identify the Subcontractor Key Personnel for the Engagement including:

- Name
- Position in subcontractor organization
- Proposed role on Engagement
- Focus of work effort
- % of time for that work effort
- Experience in the proposed role
- Qualifications for the proposed role
- Role in the last three (3) projects

This section should also detail the past work each listed person has had with the Vendor or their staff.

Instructions: Provide a listing of the Subcontractor Key Personnel. This Table should be replicated for each Subcontractor used. Add rows as necessary. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Deloitte is not proposing to use any Subcontractors for this project.

Table 2. Subcontractor Key Personnel

NAME	POSITION IN ORGANIZATION	PROPOSED ROLE ON ENGAGEMENT	FOCUS OF WORK EFFORT	% OF TIME FOR THAT WORK EFFORT	EXPERIENCE IN PROPOSED ROLE (YEARS)	QUALIFICATIONS FOR PROPOSED ROLE	ROLE IN LAST 3 PROJECTS
N/A							
N/A							
N/A							

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3.0 Qualifications of Additional Staff

The RFP requires the Vendor to provide additional staff throughout the Engagement to support implementing enhancements (Section 3.4.2 of the RFP), provision staff to support additional as-needed services (Section 3.4.4 of the RFP) and replace any staff that may leave the engagement.

Instructions: The Vendor should provide an overview of the internal staff qualifications and any sub-contractor relationships and ensure the internal and sub-contractors have the skills required to address the scope of this RFP, specifically, implementing enhancements (Section 3.4.2 of the RFP) and provisioning staff to support additional as-needed services (Section 3.4.4 of the RFP).

Section Highlights

Deloitte has a deep pool of highly qualified and experienced resources.

- We can draw resources from other practice areas with the company.
- We have access to.
- Our one-team approach promotes collaboration between ISS, Deloitte, and Contractors.

Deloitte is well positioned, throughout the project, to provide additional staff with the right technical and HHS domain experience to implement enhancements to the existing application portfolio or to develop new functionality to support emerging requirements as mentioned in section 3.4.2 of the RFP. In addition, in coordination with DHS, we will bring in technical resources to provide As-Needed services described in section 3.4.4 of the RFP. These as-needed services include, but are not limited to, application development with emerging technologies, strategic planning, and enterprise architecture and security, (planning and oversight, vulnerability scanning, penetration testing, risk assessment, audits, etc.). Deloitte has experience providing these as-needed services. For example, Deloitte has worked with several states to develop applications on emerging technologies. These include the award winning first mobile app in HHS space in the State of Texas and further adopted by other states including the State of Pennsylvania.

Deloitte staff are also well versed in Cloud technology and guiding state agencies through every step of cloud migration from strategic road mapping to maintenance. We have worked with the State of Colorado to implement a self-service portal on SalesForce and consolidated the Texas Department of Aging and Disability Services system with SalesForce. Further, Deloitte provided strategic planning and enterprise architecture services to the State of Rhode Island when we were engaged to architect, design, develop, deploy, and maintain a comprehensive Health Insurance Exchange and Integrated Eligibility System.

Lastly, Deloitte has worked with several states to assess and address their security needs. Deloitte's Cyber Security team assisted the Commonwealth of Kentucky, Cabinet for Health and Family Services with Regulatory and Policy Compliance, Identity and Access Management, Audit and Accountability, and Security event monitoring among other security needs.

We have a vast internal pool of talent with deep industry knowledge and technology expertise and a Contingent Work Force Services group that manages additional staffing, providing us highly skilled people that allow us to meet additional staffing needs or replace staff that may leave.

We will work with DHS to identify the scope of the changes required. We will then acquire the appropriate staff either from within Deloitte or through our Contingent Workforce Services to complete the required services. Deloitte's provisioning of additional qualified staff are described below.

Health and Human Services (HHS) Practice

Deloitte's HHS practice has more than 2,000 practitioners with deep industry knowledge and experience maintaining, operating, and enhancing systems in 21 states. The practice monitors national legislation, follows industry trends and devises the most innovative solutions from the lessons learned working with several clients. Our HHS staff then complete our up-to-date curriculum that focuses on delivering business solutions enabled by technology.

US Technology Practice

Deloitte's US Technology practice is home to over 10,000 consultants with broad and deep technical skills allowing us to offer a myriad of services.

Figure 4-16. Deloitte's Technology Service Offerings.

Deloitte Digital

Deloitte Digital is our latest service offering - a new model for a new age. The practice has over 1000 practitioners working on social, mobile, web and cloud platforms to integrate data and operations. Deloitte Digital combines leading digital and creative capabilities with the deep industry knowledge and experience.

Advisory Services

The Deloitte Advisory practice has over 9000 practitioners in the US and offers Cyber Risk Services. Our Cyber Risk Services offering was specifically created to address our clients' circumstances around information and network security, uniquely positioning us to advise clients with the design, development, and implementation of industry-leading information security solutions for businesses.

The ongoing mission of Cyber Risk Services is to work with our clients to shape the advancement and evolution of security solutions. By working together, we can improve enterprise security and value, bring new solutions to market, and develop risk aware programs and processes.

Our enterprise-wide Cyber Risk Services include:

- Identity & Access Management (IAM)
- Security Management
- Privacy & Data Protection
- Business Continuity Management
- Enterprise Application Integrity
- Cyber Security/Vulnerability Management
- Infrastructure & Operations Security

Deloitte's Cyber Risk Services practice is widely acknowledged by prominent analyst firms as a leader among our peers.

Contingent Workforce Services (CWS)

Where needed, we will leverage our CWS group to provide us with highly skilled and vetted staff. The CWS group manages these staff and currently has more than 10,000 skilled resources staffed on over 1,300 client service projects. All staff acquired through CWS are managed by the Deloitte's ISS Project Leadership.

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4.0 Staff Management

The Vendor should describe internal standards, policies and procedures regarding hiring, professional development and human resource management, including processes for ensuring that the Engagement will not be affected by fluctuations in Vendor staffing and other assignments. The response should also include a discussion of the Vendor's management of subcontractor staffing.

Instructions: Provide descriptions of the Vendor's Staff Management approach.

An integrated and cohesive team that brings the required technical skills, coupled with deep Deloitte Health and Human Services (HHS) knowledge, are critical success factors to the DHS Project. Deloitte will leverage the technical and application expertise of one of the largest HHS vendors in the country, with experience across 45 states with over 2,000 Deloitte employees staffed on HHS projects.

For the project, Deloitte will leverage a rigorous and consistent staffing process that includes analyzing project resource needs for duration, skill set, location, and experience. Resources considered for the project are evaluated and selected from a large pool of Deloitte employees and contractors, put through a rigorous filtering procedure, followed by a comprehensive onboarding process. In the end, each project member will be well prepared to hit the ground running on day one of the project.

Section Highlights

Deloitte offers a highly qualified, experienced, and collaborative team.

- We draw from our deep pool of over 2,000 HHS professionals supporting IT projects in Child Care, Child Welfare, Case Management, Child Support, and other programs across the country.
- We draw from our Contingent Workforce Services (CWS) team for resources.
- Our one-team approach promotes collaboration between ISS, Deloitte, and Contractors.

Our Understanding

The ISS Project will require a strong project team that is integrated across multiple functional, application, and technical areas, has deep experience in providing the requested services, and recognizes the importance of building and maintaining relationships with project stakeholders. The project team must foster a collaborative working environment where issues and gaps are pro-actively identified, mitigated, and escalated as appropriate. Staffing, together with an effective project team organization, is a critical component for a successful project.

Deloitte's collaborative working style is effective, efficient, and proven. Our resource pool is comprised of experienced professionals with the right technical skills and the appropriate context in Health and Human Services program policies, and thus provides a strong foundation to staff the DHS M&O Project.

Team Deloitte will integrate with the ISS in the DHS M&O Project to form a combined team that is responsive to end-user needs and ISS goals. The diagram below describes our staffing approach including hiring, management, and continuous improvement activities.

Our Staffing Approach

Deloitte's approach to staffing the DHS Project is aimed directly at providing a project team that will effectively maintain system operations and is collaborative with DHS to incrementally move towards the end state system architecture that DHS seeks. The staffing approach for building this team must provide access to the right people to execute the right function at the right time. Our team brings deep national experience, proven project management methodologies, successful experience implementing similar Health and Human Services projects, and a pragmatic, collegial approach to meeting the requirements spelled out in the RFP. Our skilled leadership team has a solid track record of successful performance, and brings the knowledge and flexibility required to support the Arkansas Division of Health Services.

Deloitte has developed a high-performance and low-risk staffing approach proven on multiple M&O projects designed to deliver skilled and competent staff to the ISS Project from Day 1.

The staffing model we propose is dynamic and flexible, meeting the varying demands of the various project phases. While the project team evolves over the course of the project, we maintain core staff consistency across the team and transfer knowledge to the ISS team members throughout the project. Starting from day one, Deloitte will provide five key staff with experience on similar HHS projects, and staff the rest of the projects with experienced Deloitte and Contractor professionals.

Deloitte will select and deliver staff from the following resource pools:

Resource Pool	Description
Deloitte Employees	Within Deloitte, suitable candidates will be identified who are proficient in the technical and functional aspects of Health and Human Services systems, who have worked on the maintenance and operations of similar applications. With Deloitte's significant prior experience on M&O projects, we have access to a pool of over 2,000 skilled resources and can deliver the right skills for the ISS Project.
Deloitte Contingent Workforce Services (CWS)	Deloitte's Contingent Workforce Services (CWS) group has more than 10,000 skilled resources staffed on over 1,300 client service projects. The CWS team has access to a large number of resources with HHS industry experience and the required technical expertise.
Deloitte Delivery Centers	Deloitte operates software delivery centers in multiple locations in the US. Deloitte leverages the delivery centers for HHS and other projects across the country. Many of them have experience working on similar projects for other states, so they understand the required functionality and have the expertise to build out functionality for ISS Modernization and Enhancement projects.
Deloitte Specialists and Centers of Competency	In addition to Industry sectors, Deloitte has multiple cross-industry Centers of Competence. Examples include enterprise architecture, solution architecture, tools selection and implementation, enterprise content management, electronic forms, mobile application development, etc. Deloitte can leverage specialized staff from these resource pools for short term or long term needs of the project.

Figure 4-17. Staff Resource Pools.

Deloitte One Team Philosophy

The Deloitte One-Team philosophy of collaboration between Deloitte employees, vendors, and the client creates a highly integrated team on our projects. We believe the proposed staffing approach outlined above provides an excellent mechanism to perform staffing on the ISS project.

Through our understanding of the ever-changing needs generated from policy clarifications, mandates changes, modernization, and a responsive approach to enhancements, this approach provides a project organization that responds quickly and efficiently.

The following figure outlines our approach and the benefits accrued to the project.

Features	Benefits
Collaborative working style	• Encourage open and transparent communication between Deloitte, DHS, and interface partners of the ISS Project • Clear definitions of roles and responsibilities between DHS, Deloitte, interface partners, and the incumbent contractor • Effective project execution that results in enhanced customer satisfaction • Critical tasks are not compromised and sufficient resources are allocated so that project priorities are balanced
Established relationships with project stakeholders	• Experienced staff reduce ramp up time required to learn about the organization, processes and tools
Demonstrated methodologies and tools	• Lower risk for the ISS project with a disciplined team that follows a solid set of proven methodologies for all phases of the system development lifecycle. • Deloitte has a proven track record of successful transition projects

Figure 4-18. Features and Benefits to AR DHS M&O Staffing Approach.

Staff Management and Continuous Improvement

An integrated, cohesive, and skilled team is a critical success factor for the ISS project. This requires the comprehensive initial staffing approach described above, as well as a continuous improvement plan for the duration of the project.

For example, the staffing needs will likely be reduced as the transition phase in year seven of the M&O project comes to an end. In addition, as modernization and enhancement priorities are defined, Deloitte will work with DHS management to increase staffing using a combination of onsite resources and resources obtained through vendors.

The diagram below describes Deloitte's continuous improvement plan. This includes regular assessments of strengths and development areas of Deloitte staff and working with CWS. Our continuous improvement plan confirms that the correct staffing levels are maintained, and that our staff receive the support, training, and development they need to perform at a high level.

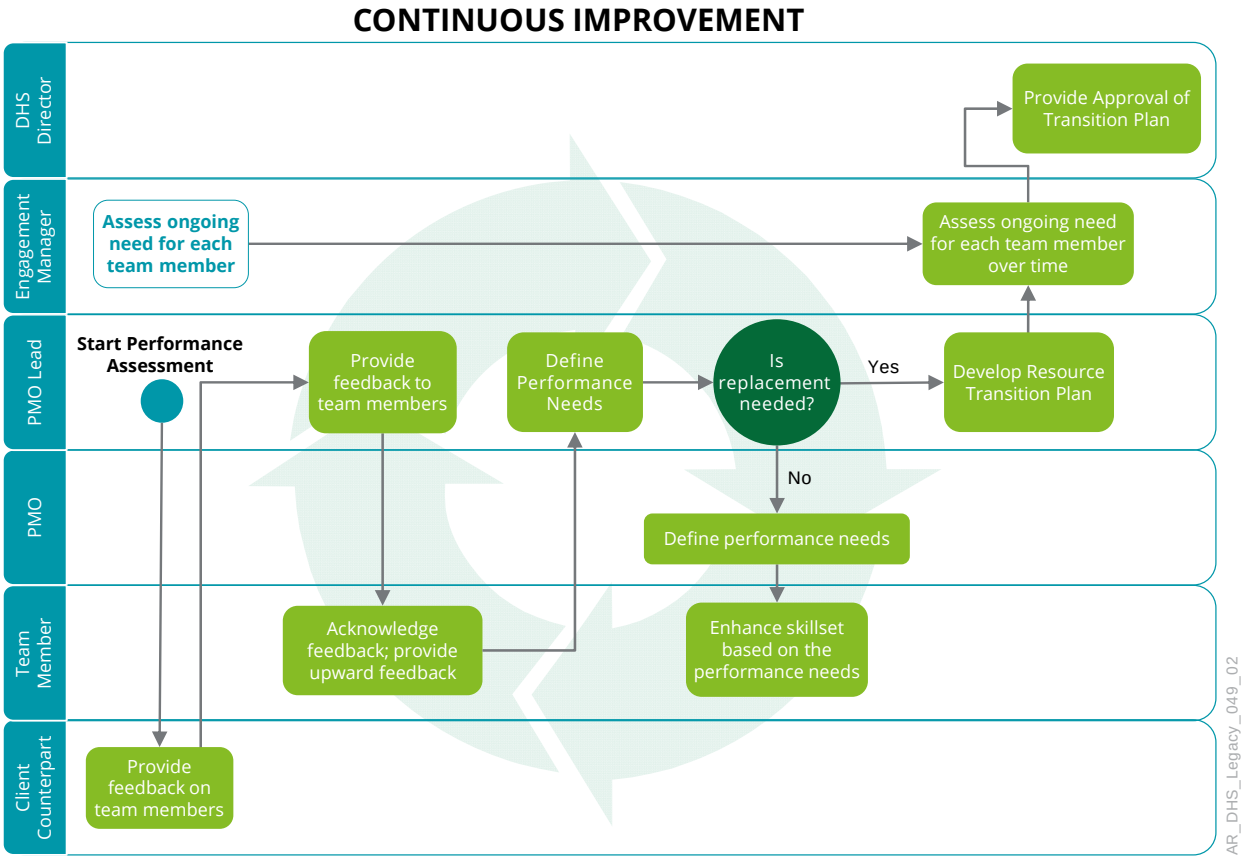

Figure 4-19. Deloitte Continuous Improvement Plan.

Managing Staff Consistency

Deloitte understands that maintaining highly skilled and consistent staffing on a project is a critical success factor. Deloitte takes the following steps to minimize turnover of staff and minimize the impact of unanticipated staffing changes:

- Deloitte has many HHS contracts underway in many States at any one time. Deloitte has a pool of over 2,000 employees in the US providing services to HHS contracts. This deep pool of resources provides flexibility in our staffing models, allows us to adjust to unanticipated staffing changes in a timely manner.
- Due to the cyclical nature of projects, not all projects are in high demand for resources at the same time. As a result, Deloitte is able to leverage individuals from other projects which are beginning to scale back following a ramped up development phase. The PMO periodically monitors employees rolling off other projects to determine if they would be a good fit for the ISS project.

Deloitte has strong and longstanding relationships with our HHS clients and have earned the trust of various state and local teams. Our clients are comfortable calling us whenever needed, knowing that we are ready to address their questions or concerns, day or night. We are committed not only when our clients have specific asks, but have also been known to jump into

last minute requests to make things right. Because of these open lines of communication, we can achieve the common goal faster.

We are committed to maintaining continuity and managing turnover on the Deloitte team, and we take pride in limiting turnover because we recognize its potential impact on overall service delivery.

Should we have a key staff member whose availability changes, or if it becomes necessary to replace an individual, we will discuss options for replacing the individual with DHS leadership to determine a path forward. We will follow this step by selecting a replacement professional with at least equal experience and qualifications and applying established, efficient knowledge transfer procedures. When we have consensus on the replacement, a hand-over period to maintain continuity for the project. We take the following steps to mitigate associated risks:

- **Shadow Resources.** We can staff engagements with a specific percentage of shadow resources to take care of unplanned absences because of such things as performance issues, illness, vacations, or attrition. These shadow resources cover for the core resource during the absence.
- **Rich Talent Pool.** We tap into our available resource pool to help provide an immediate back-up option, providing additional continuity.
- **Knowledge Management.** We use the knowledge database created for the engagement and maintain up-to-date status information to expedite the ramp-up of the replacement resource(s) and minimize loss of knowledge.

We have found the measures effective in managing knowledge continuity on engagements and in maintaining lower staff attrition compared to the industry average. This will provide DHS with a more stable team environment. The number of days to replace a resource is usually less than 2 weeks for resources available in resource pool. However if the skillset is not readily available, this duration can vary between 2-6 weeks.

Deloitte will leverage a large pool of employees with specific technical skills, and HHS domain knowledge gained from projects across the country, to maintain a reliable system and build out future enhancements to improve your services to the citizens of Arkansas. Our goal is to provide outstanding service and take steps every day to earn the right to be your trusted partner moving forward.

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5.0 Training Policies and Procedures

The Vendor should describe its policies and procedures for providing education and training for its personnel, both initially and ongoing.

Instructions: Describe Vendor's approach for training and ongoing education of its personnel.

As a professional services organization, our people are our greatest asset, and we hear from our people via surveys, formal and informal feedback sessions, and even external media, that the investment in continuous education is a key factor in making Deloitte a great place to work. While Deloitte places a strong emphasis on formal project on boarding and project experience, we give equal weight to the formal training that arms our practitioners with the fundamentals and tools to maximize the benefit of their project experience.

To affirm the importance of taking time to focus on the professional development of our talent, our staff are required to complete 40 hours of learning credit each performance calendar year above and beyond any project work assignments.

Deloitte understands that project demands may sometimes limit the ability of staff to attend offsite training. We provide supplemental learning opportunities with onsite project oriented training that spans project specific topics to Industry and Technology trends suited to the present and future project initiatives.

With a published core curriculum and extracurricular content ranging from interactive online presentations to classroom opportunities, there is a vast catalog of learning aligned by level, competency, and service line to help practitioners gain the skills, knowledge, and confidence to achieve their clients' goals. These learning opportunities are available through several different modalities including Deloitte University, Deloitte Internal Boot Camps, and Deloitte Digital Learning.

Our Approach to Training

Project Training

Project training starts with onboarding staff to the project logistics, overall project objectives, processes and role. Of note, data security is required training for all new team members, including any specific DHS training required for data security and confidentiality. Throughout the project, we sponsor brown bag lunches or evening trainings where either project specific trainings are provided on certain aspects of the engagement be it a large initiative, an upcoming enhancement or a trend that we are seeing in the industry. For example, in Kentucky, we held weekly project trainings covering functional areas, demonstrating new functionality, and conducting technology courses.

Deloitte University

Deloitte University (DU) is our learning and leadership development center in Westlake, Texas. DU is a major commitment to develop the leadership, technical, and business skills of our people so that they can solve our clients' most complex business challenges. With a vision to "grow the world's best leaders," the objectives of DU are to:

- Help attract and retain top talent because Deloitte will become known in the marketplace as an organization that creates leaders;
- Serve as a catalyst for our transformational learning and leadership development, which emphasizes technical, industry, professional and leadership skills through simulations and interactive learning;
- Provide an environment where our people can come together, meet with colleagues face-to-face, and share values that foster a strong culture;
- Commit to establishing a facility that is "uniquely Deloitte," speaks to our brand promise, and builds on our legacy for years to come.

Deloitte Internal Boot Camps

Deloitte's Health and Human Services learning boot camp curriculum provides our staff with information needed to become successful HHS practitioners. The nine-course curriculum includes an overview of HHS, the types of services states provide, and Deloitte's offerings and capabilities for HHS clients. The nine-course curriculum covers Integrated Eligibility, Child Support, Child Welfare, State Health Care and State Labor markets and service offerings. By completing all of the required courses in the curriculum our staff are considered to be practitioners proficient in the HHS curriculum.

Additionally, Deloitte supports our staff with globally-recognized professional certifications. Exam preparation materials and boot camp study group guides are available for the Certified Associate in Project Management (CAPM), Project Management Professional (PMP) and Information Technology Infrastructure Library (ITIL) certifications. We propose hosting these as well as other ISS specific boot camps in order to provide critical training for topics ranging from Agile methods, Big Data Analytics, and other new technologies, as well as workshops to brainstorm innovative improvements to processes across stakeholder groups.

Deloitte Digital Learning

Digital learning allows Deloitte staff to access internal learning and training materials as well as external resources around the clock from virtually anywhere on the globe. This flexibility makes knowledge and skill acquisition just a click away in convenient, easy to use formats. Below are only a few examples of the types of digital learning delivery methods available to our staff:

- **Lynda.com.** A proven online resource offering in-depth video courses paired with keyword-searchable transcripts, articles, practice files, tutorials, and instructional playlists all available 24/7. Deloitte's investment in Lynda.com is part of the Consulting learning and development strategy and our continued effort to empower our people to build broad core consulting and technical skills and use those skills to make the greatest impact on our people and our clients.
- **Skillsoft & Books 24x7.** A world leading e-content provider and parent company of Books 24x7, provides online courses, resources, and books on business, IT, legal, and compliance topics to all Deloitte professionals.

- **Harvard Business Publishing.** A division of Harvard University. Experts from Harvard Business School and recognized business leaders provide insights and expertise on leadership development learning solutions for professionals at all levels.
- **Deloitte Internal Public Sector Training.** The Deloitte Center for Government Insights produces groundbreaking research to help government consultants solve their clients' most complex problems. Through forums and immersive workshops, we engage with public officials on a journey of positive transformation, crystallizing insights to help them understand trends, overcome constraints and expand the limits of what is possible.

Deloitte Alliance Portfolio

Deloitte's alliance portfolio contains some of the world's leading companies. This allows us to provide our staff with special "insider" training opportunities through the alliances we have with our technology partners.

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6.0 Staff Retention

The Vendor should provide assurances that it will retain the appropriate level of staff to complete the scope of this engagement throughout the contract period. The Vendor should describe its approach to staff retention, with specific attention to ensuring staff consistency throughout the duration of the Engagement.

Instructions: Describe Vendor's process and methodology for retaining Vendor personnel and ensuring that Key Personnel are consistently engaged on this Engagement. The Vendor should also discuss steps they have/will take to minimize staff turnover to avoid costly re-training of Engagement resources.

As a professional services company, we understand that we are only as valuable as the people we hire, retain, and deliver to our clients. Retaining the immense talent and motivated practitioners we have within Deloitte, and specifically within our HHS practice, is a high priority for Deloitte. State HHS clients continue to choose Deloitte for their M&O services because of the experience, specialization, and demonstrated track record of Deloitte practitioners.

Our HHS portfolio demonstrates that both State and Deloitte leadership teams have created a collaborative and innovative project culture where we recognize staff achievements, maintain significant staff retention rates, support ongoing State and Deloitte training and learning development, and celebrate our successes at local and national conferences.

Retention Methodology

Deloitte is keenly aware that in order to provide the best service to our clients, we must attract and retain the best people. As such, our service delivery excellence begins with our people: we attract and retain the leading practitioners in the industry and establish a positive, collaborative working culture where both our clients and our practitioners thrive.

For us, the key lies in our culture. We are committed to the careers and professional growth of our people. As part of this commitment, we have developed Flexibility & Predictability (F&P) strategies that reinforce the best attributes of career-based cultures. Deloitte has been honored with 14 Alfred P. Sloan Awards for its use of F&P as an effective strategy to increase business and employee success, satisfaction, and retention.

Within Deloitte Consulting, F&P helps practitioners establish baseline work-life fit project expectations at various stages of all projects. What this means is that we create a predictable environment where client and Deloitte staff expectations are being met and a flexible environment such that Deloitte staff are able to maintain their own work and life fit. F&P has led to an increase in our team’s satisfaction within projects, and supported our retention rates over the last eight years.

Diversity and Inclusion

At Deloitte, we know that it’s essential for our people to be comfortably and authentically themselves. Inclusion encompasses the unique beliefs, backgrounds, talents, capabilities, and ways of living of our people. We are committed to being a place where all our people feel like they belong and can succeed. Driving strength through diversity and cultivating an environment

where leaders thrive are key components of our Inclusion strategy. Deloitte is committed to recruiting, developing, and promoting a diverse workforce, which brings a breadth and depth of experiences to our clients, and helps make Deloitte an employer of choice.

For example, Deloitte is engaged with the HHS community through support and sponsorship of the American Public Human Services Association, Medicaid Enterprise Systems Conference, Healthcare Information and Management Systems Society, Healthcare IT Connect, National Home and Community Based Services, and more than 10 other conferences annually.

A Culture of Continuous Learning

We believe a key to retention is providing opportunities for practitioners to continue to learn and evolve. We take developing our people seriously - at Deloitte Consulting LLP, our business is our people. The knowledge, skills, and talents of our practitioners are what we offer our clients. As such, we make an unwavering commitment to investing in practitioners' development with leading-edge, relevant learning programs throughout their careers. For example, since 2014 we hosted over 50 training sessions ranging from application overviews to security, confidentiality, and Big Data.

Corporate Citizenship

In addition to a focus on professional growth, Deloitte provides many opportunities for employees to achieve personal fulfillment by giving back to their communities. Corporate Citizenship is a priority for us and for our people. It drives measurable change in our communities, inspires our actions as societal leaders, and instills great pride in knowing that what we do best—applying our skills and experience—accelerates positive, societal impact. We drive impact through our signature national issues: education, veterans, and through pro bono and other key programs such as Impact Day. Impact Day is Deloitte's national day of service and a celebration of our year-round commitment to volunteerism and serving our local communities. Deloitte member firms around the world host Impact Day volunteerism events, enabling Deloitte professionals to engage with local nonprofits and make an impact that matters on the communities where they live and work.

Below are several examples where some Deloitte has received industry recognition for our exceptional focus on growing and retaining top talent:

BusinessWeek

Deloitte was recognized by *BusinessWeek* as both the no. 1 place to launch a career and the no. 1 place to intern in 2009.

FORTUNE

FORTUNE magazine included Deloitte in the "100 Best Companies to Work For" during each of the past four years.

TIME

A recent *TIME* magazine cover story showcased Deloitte as a leader in workplace innovation.

Maria Shriver and the Center for American Progress dubbed Deloitte the model employer in the 2010 release of *The Shriver Report*.

Deloitte received a Top Ten spot on *Working Mother* magazine's 2009 list of "100 Best Companies for Working Mothers" and has been included on the 100-Best list for 16 consecutive years.

DiversityInc, a leading publication on diversity and business, named Deloitte one of the "Top 50 Companies for Diversity" each of the past 3 years.

The above accolades provide external evidence of the value Deloitte places on growing and retaining the talent deployed on the ISS project. Deloitte's staff turnover rate is among the lowest in the industry. Retaining our team throughout the maintenance phase is a key tenet of our overall staffing approach, which relies upon the relationships forged across our joint Deloitte and ISS team and the critical experiences gained while working onsite each day at DHS to deliver extraordinary results for DHS.

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7.0 Engagement Organization and Staffing Assumptions

Instructions: Document all assumptions related to the response for Engagement Organization and Staffing in the following Table. Add rows to the Table as necessary. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Table 3. Engagement Organization and Staffing Assumptions

ITEM #	REFERENCE (SECTION, PAGE, PARAGRAPH)	DESCRIPTION	RATIONALE
1.	Section 3.2.1 page 29, figure 5	Deloitte will work with DHS to identify and retain key technical staff with experience in existing ISS applications and integrate them into our team.	Historical ISS applications and operational knowledge will enhance our collective success.
2.	Section 3.2.1, page 28, bullet Above the Baseline (ABL)	Our staffing estimates are based on the current baseline (BL) activities and DHS's desire to move some services from above the baseline (ABL) to BL.	For accurate estimation of our team size.

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Template T-5

Staff Experience

Response Template

RFP #: SP-17-0006

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Successful Collaboration 41

1.0 Staff Experience

The Vendor should provide a completed Staff Experience reference form (see Table 1) for each proposed Key Personnel as indicated in the RFP (includes both the Vendor and subcontractor staff).

Instructions: For each experience listed, indicate the client name and client contact information, whether the engagement was for a public sector agency, project name, start and end dates the team member performed the role, duration of the experience and an overview of the project scope, focused on how it relates to the scope of this RFP. Duplicate Table 1 in its entirety, once per Key Personnel. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Table 1. Staff Experience: Sanjeev Sethi

Team Member Name:	**Sanjeev Sethi**
Description of Skill Sets and Experience	Sanjeev has more than 22 years of extensive, progressive, and successful experience in transitioning large scale system to maintenance and operation as well as enhancing and modernizing the large-scale transaction processing systems. In the past 15 years, he has specific experience in the management of key Deloitte projects within Public Assistance systems in the Health and Human Services arena. He has served as Engagement Director on several of Deloitte's most strategic projects including Texas, Alaska and Illinois overseeing projects worth 800 millions of dollars. His most recent experience includes serving as the Project Director on the Texas Integrated Eligibility Redesign System (TIERS). Sanjeev is also the Quality and Risk Director for three Integrated Eligibility projects for the states of Connecticut, New Mexico, and Michigan. Sanjeev reviews the quality and risk status of these projects and provides guidance in resolving the issues which can impact Deloitte performance on these projects. Throughout his career, Sanjeev has held key positions including Project Manager, Application Development Manager, Functional Track Lead, System Administrator, Help Desk Manager and Production Support Manager. He has supported Integrated Eligibility applications for more than 22 years and has gained an in-depth knowledge of TANF, SNAP, Medicaid, Foster Care, and other public assistance programs. **Summary:** • 9+ years providing direct project oversight and authority over ongoing relationships with clients • Client point of contact for overall project schedule, timeframe, Staffing and budget discussions • Experience in providing greatest level of quality services and responsible for the overall quality of Deloitte services • Experience in establishing and maintaining compliance with project processes and standards. • Experience in recommending and reporting status on process improvements as well as addressing any issues that cannot be resolved with the engagement manager.

Proposed Project Role for RFP SP-17-0006	Engagement Director	**Subcontractor (Y/N)?**	N
Years' Experience in Role:	9+ Years		

REFERENCES					
REFERENCE 1					
Client Name	Health and Human Services Commission, State of Texas				
Client Point of Contact	Cliff Luckey, Director Social Services Applications				
Client Address	1609 Centre Creek Dr., Austin, TX, 78754				
Client Phone	+1 512 873 2069				
Client Email	Cliff.Luckey@hhsc.state.tx.us				
# of Employees	500 including 250 Deloitte team members	**Public Sector (Y/N)**?	Y	**Project Name and Description**	Texas Integrated Eligibility Redesign System (TIERS)
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	04/2001		**End (MM/YYYY)**	Current
Project Scope	Deloitte was the Design, Development and Implementation vendor for the TIERS System. Currently, the project is in Maintenance and Operations mode including fixed hours for the enhancements. Deloitte provides the following services on this project: a) Application Maintenance and Operations b) Application Enhancements and Development c) Enterprise Data Warehouse / BI / Reporting d) Resource Provisioning e) IT Operations Support f) Cyber Security and Privacy.				
Staff Role on the Project	Project Director				
REFERENCE 2					
Client Name	Health and Human Services Commission, State of Texas				
Client Point of Contact	Mary Catherine Bailey, Director Business Automation				
Client Address	1609 Centre Creek Dr., Austin, TX, 78754				
Client Phone	+1 512 247 8444				
Client Email	Mary.Bailey@hhsc.state.tx.us				
# of Employees	500 including 250 Deloitte team members	**Public Sector (Y/N)?**	Y	**Project Name and Description**	Texas Integrated Eligibility Redesign System (TIERS)
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	04/2001		**End (MM/YYYY)**	Current

Project Scope	Deloitte was the Design, Development and Implementation vendor for the TIERS System. Currently, the project is in Maintenance and Operations mode including fixed hours for the enhancements. Deloitte provides the following services on this project: a) Application Maintenance and Operations b) Application Enhancements and Development c) Enterprise Data Warehouse / BI / Reporting d) Resource Provisioning e) IT Operations Support f) Cyber Security and Privacy.				
Staff Role on the Project	Project Director				
REFERENCE 3					
Client Name	Health and human Services Commission, State of Texas				
Client Point of Contact	Anne Sapp, Former Deputy Commissioner				
Client Address	8444 Antero Drive, Austin, TX, 78759				
Client Phone	+1 512 247 8443				
Client Email	massmistex@yahoo.com				
# of Employees	500 including 250 Deloitte team members	**Public Sector (Y/N)?**	Y	**Project Name and Description**	Texas Integrated Eligibility Redesign System (TIERS)
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	04/2001		**End (MM/YYYY)**	Current
Project Scope	Deloitte was the Design, Development and Implementation vendor for the TIERS System. Currently, the project is in Maintenance and Operations mode including fixed hours for the enhancements. Deloitte provides the following services on this project: a) Application Maintenance and Operations b) Application Enhancements and Development c) Enterprise Data Warehouse / BI / Reporting d) Resource Provisioning e) IT Operations Support f) Cyber Security and Privacy.				
Staff Role on the Project	Project Director				
INDIVIDUAL QUALIFICATIONS					
Certifications (if applicable)					
PMI/PMP	Member ID#:				
	Earned Date:		Expiration Date:		
Other	Member ID#:				
	Earned Date:		Expiration Date:		

Table 2. Staff Experience: Jay Waller

Team Member Name:	**Jay Waller**		
Description of Skill Sets and Experience	Jay is an accomplished leader who has been with Deloitte for 8 years and has experience in implementing, transitioning, and managing large-scale initiatives in Retirement Benefits, Health, and Human Services projects. He is well versed in the maintenance, operations, and enhancements of large scale systems. Jay brings a focus on quality and innovation to his projects, resulting in consistent system modernization and quality improvements for the many clients he has served. With his experience implementing and using various project management and delivery methodologies, Jay has a history of delivering projects on time and under budget. Jay is currently serving as the project manager on the Retirement Systems of Alabama Modernization Project. Jay is also a certified Project Management Professional and acquired this certification from the Project Management Institute in August of 2005 and continues to maintain this credential. **Summary:** • 13 years managing an M&O team for an enterprise solution with a public sector client • Experience in managing staff assigned to all day-to-day M&O activities • Experience in providing timely and informed responses to operational and administrative inquiries • Experience in playing an active role in day-to-day management of the project and will be the point of contact to provide and respond to issues, concerns and requirement clarification required in the project. • Vast experience in managing the relationships with the external agency partners, subcontractors, and partner technology vendors.		
Proposed Project Role for RFP SP-17-0006	**Engagement Manager**	**Subcontractor (Y/N)?**	**N**
Years' Experience in Role:	10 years as an engagement manager		

REFERENCES					
REFERENCE 1					
Client Name	Florida Department of Management Services, Division of Retirement				
Client Point of Contact	Sarabeth Snuggs				
Client Address	1846 Acorn Ridge Trail Tallahassee, FL 32312				
Client Phone	850-508-8675				
Client Email	Retirement101@comcast.net				
# of Employees	194	**Public Sector (Y/N)?**	**Y**	**Project Name and Description**	Florida Retirement System Long Term Outsourcing
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	01/04/1999		**End (MM/YYYY)**	12/01/2012

Project Scope	The FRS Long Term Outsource project included the original implementation of a PowerBuilder Client Server Application with an Oracle Database. The project also included the implementation of a member self-service portal written using Microsoft .NET and ASP. The last 14 years of the project included the complete outsourcing of all IT functions including maintenance, operations & enhancements of all applications, infrastructure management, helpdesk support, and inventory management of all IT assets.				
Staff Role on the Project	Project Manager				
REFERENCE 2					
Client Name	Florida Department of Management Services, Division of Retirement				
Client Point of Contact	Dan Drake				
Client Address	PO Box 747 Pigeon Forge, TN 37868				
Client Phone	614-394-2651				
Client Email	ddrake6@columbus.rr.com				
# of Employees	194	**Public Sector (Y/N)?**	**Y**	**Project Name and Description**	Florida Retirement System Long Term Outsourcing
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	11/01/2012		**End (MM/YYYY)**	12/01/2014
Project Scope	The FRS Long Term Outsource project included the original implementation of a PowerBuilder Client Server Application with an Oracle Database. The project also included the implementation of a member self-service portal written using Microsoft .NET and ASP. The last 14 years of the project included the complete outsourcing of all IT functions including maintenance, operations & enhancements of all applications, infrastructure management, helpdesk support, and inventory management of all IT assets.				
Staff Role on the Project	Project Manager				
REFERENCE 3					
Client Name	Florida Department of Management Services, Florida Department of Children and Families				
Client Point of Contact	C. Darren Brooks				
Client Address	Rovetta Business Building, Office #138 821 Academic Way Tallahassee, FL 32304				
Client Phone	850-644-2162				
Client Email	dbrooks@business.fsu.edu				

# of Employees	194 / 1500	**Public Sector (Y/N)?**	Y	**Project Name and Description**	Florida Retirement Long-term Outsource, Florida ACCESS Maintenance and Operations
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	04/01/2013		**End (MM/YYYY)**	12/01/2014
Project Scope	Florida Department of Children and Families ACCESS Florida is a maintenance and operations project to manage application maintenance for the public assistance programs for the State of Florida such as food assistance (SNAP) and temporary assistance for needy families (TANF). The Florida Department of Management Services is the parent agency of the Florida Division of Retirement. Both projects were long term maintenance, operations and enhancements to existing systems on a multitude of platforms including .NET, PowerBuilder, COBOL, Oracle and SQL databases.				
Staff Role on the Project	Project Manager				

INDIVIDUAL QUALIFICATIONS		
Certifications (if applicable)		
PMI/PMP	Member ID#: 636652	
	Earned Date: 08/05/2005	Expiration Date: 09/07/2018
Other	Member ID#:	
	Earned Date:	Expiration Date:

Table 3. Staff Experience: Ashok Hameermul

Team Member Name:	**Ashok Hameermul**		
Description of Skill Sets and Experience	Ashok is a PMI certified Project Management Professional and ITIL v3 Foundation certified with over 17 years of consulting experience in transition, maintenance and operations and the enhancement of large-scale information systems. His skills also include architecting and designing enterprise solutions in mainframe, client service and web-based environments. Throughout his career, Ashok has worked on maintaining and evolving legacy applications to emerging technologies including Cobol/Mainframe environments to Client Server architecture to Web-based solution to the cloud and mobile based solutions and helped the states in stabilizing, optimizing, enhancing, modernizing and innovating their current integrated eligibility systems that manages SNAP, TANF and Medicaid. Ashok has successfully managed all phases of the Software Development Life Cycle, and has delivered technical solutions to business problems within scope, budget, schedule and quality constraints and has demonstrated success in consistently establishing high performing teams for the delivery. He brings structured collaboration practices to development and technical staff as they deliver projects to the stakeholders while working with the State IT Managers on a daily basis. Ashok has experience with various database technologies such as DB2, Oracle and MS SQL Server. He has experience in a range of various programming language and solution includes: Cobol, CICS, JCL scripts, ProCobol/ProC, Power Builder, Tuxedo, J2EE, IBM WebSphere, MuleSoft, Harvest and Perforce document and source code control system, Corticon business rules engine, Salesforce, reporting tools such as Cognos, Business Objects and Wave Analytics, and performance monitoring products like DynaTrace and Zabbix. **Summary:** • 8 years of experience in architecting/designing enterprise solutions • 10 years of experience with technology implemented at DHS related to transition, maintenance and operation, and enhancements. • Experience in providing detailed applications knowledge in support of complex application issues/incidents. • Experience in reviewing all potential system changes related to defect fixes, configuration fixes, enhancements from a technical perspective and always provides technical design/assessments to the teams. • Experience in providing detailed design assessments and consultation to Development, Design and Implementation project teams for future enhancements and strategic initiatives.		
Proposed Project Role for RFP SP-17-0006	Technical Lead	**Subcontractor (Y/N)?**	N
Years' Experience in Role:	8 years		

REFERENCES					
REFERENCE 1					
Client Name	Colorado Department of Human Services (CDHS)				
Client Point of Contact	Lena Wilson				
Client Address	1575 Sherman St, Denver Colorado 80203				
Client Phone	+1 303 866 2535				
Client Email	Lena.harris-wilson@state.co.us				
# of Employees	280 including Deloitte	**Public Sector (Y/N)?**	Y	**Project Name and Description**	Colorado Benefits Management System
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	12/15/2008		**End (MM/YYYY)**	Ongoing
Project Scope	Deloitte is responsible for the transition, operations and maintenance along with enhancements of the Colorado Benefits Management System (CBMS) project. CBMS incorporates eligibility determination for Medicaid, Food Assistance, Cash Assistance, Children's Basic Health Plan including case management functions such as work programs, and others. The project encompasses programs that determine eligibility and anticipated benefits for more than 1.34M clients and for more than 750,000 cases. There are approximately 4,300 users of CBMS. This number encompasses county, state and Medical Assistance site users. The programs, which CBMS supports, are state-supervised and county-administered.				
Staff Role on the Project	Application Development and Technical Manager				
REFERENCE 2					
Client Name	Colorado Health Care Policy and Financing (HCPF)				
Client Point of Contact	Tammy Costello				
Client Address	303 E 17th Ave, Denver Colorado 80203				
Client Phone	+1 720 746 8222				
Client Email	Tammy.Costello@state.co.us				
# of Employees	280 including Deloitte	**Public Sector (Y/N)?**	Y	**Project Name and Description**	Colorado Benefits Management System
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	02/06/2012		**End (MM/YYYY)**	11/15/2013
Project Scope	Deloitte is responsible for Design, Development and Implementation of Medicaid Expansion, MAGI and Non-MAGI (Affordable Care Act), Migration of legacy rules engine to corticon Rules Engine of the Colorado Benefits Management System (CBMS). CBMS incorporates eligibility determination for Medicaid, Food Assistance, Cash Assistance, Children's Basic Health Plan including case management functions such as work programs, and others. The project encompasses programs that				

	determine eligibility and anticipated benefits for more than 1.34M clients and for more than 750,000 cases. There are approximately 4,300 users of CBMS. This number encompasses county, state and Medical Assistance site users. The programs, which CBMS supports, are state-supervised and county-administered.				
Staff Role on the Project	Enhancements Lead				
REFERENCE 3					
Client Name	Delaware Department of Services for Children, Youth and Their Families (DSCYF).				
Client Point of Contact	Mike Myron				
Client Address	1825 Faulkland Road, Wilmington, DE 19805				
Client Phone	+1 302 892 6404				
Client Email	Mike.Myron@state.de.us				
# of Employees	140 Including Deloitte	**Public Sector (Y/N)?**	Y	**Project Name and Description**	
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	4/25/2016		**End (MM/YYYY)**	09/30/2016
Project Scope	Deloitte is responsible for the Design, Development and implementation of the Delaware FOCUS project, a case management system that integrates all of the Department's divisions within one enterprise-wide solution. The system integrates the business processes and operations for Division of Family Services (DFS), Division of Youth Rehabilitation Services (DYRS), Division of Prevention and Behavioral Health Services (DPBHS) and Division of Management Support Services (DMSS). The goal of FOCUS is to provide high-quality care for children and youth in ways that lead to improvements in their functioning and in the functioning of their families. The integrated children services solution will support services that are child-centered, individualized, family-focused, strength- and community-based, culturally respectful, appropriate in type and duration, and seamless within and across organizations. The project is currently in the development phase.				
Staff Role on the Project	Technical Advisor				

INDIVIDUAL QUALIFICATIONS		
Certifications (if applicable)		
PMI/PMP	Member ID#: 309801	
	Earned Date: 10/2005	Expiration Date: 10/2018
ITIL v3 Foundation	Member ID#: GR750284923AH	
	Earned Date: 1/17/2017	Expiration Date: N/A

Table 4. Staff Experience: Jeff Hach

Team Member Name:	**Jeff Hach**		
Description of Skill Sets and Experience	Jeff has over 15 years of experience working in Deloitte's Public Sector practice on large-scale system transition, and maintenance and operations projects. He has specialized in leading teams on Integrated Eligibility systems for Medicaid, Food Stamps, and Temporary Assistance for Needy Families, and Child Care. Jeff has led several improvement initiatives leading to improved transparency and metrics in quality assurance, streamlined timelines for requirements and design approval processes and faster time to optimal system processing for system implementation processes in Kentucky and Texas. Jeff has deep experience in all aspects of the requested services of the Operations Lead Role. In his Maintenance and Operations leadership roles, Jeff has led Operations teams in help desk, change and release management, defect resolution and root cause analysis. Jeff is well versed in multiple development methodologies including waterfall and Agile Scrum. He has demonstrated his excellent management skills through Application Support management. With a focus on transparency and long-term strategic process improvements, he teams efficiently with State Help Desk and Program Area stakeholders for ticket prioritization. He is certified in the required accreditations in addition to others. He understands not only process management but has a deep knowledge of the Health and Human Services domain in staff and leadership positions Prior to joining Deloitte, Jeff served in the United States Navy as an Intelligence Specialist in the Operations Department throughout 48 months and two deployments to the Arabian Gulf earning various medals for expeditionary warfare, service and good conduct. He was honorably discharged following his end of active obligated service. **Summary:** • 10 years of experience leading maintenance and operations for public sector projects • ITIL Certified (V3 Foundation - January 2017) • Deep experience in Operations, Change & Release Management, Help Desk Management, Project Management Reporting, IT Operations and Process Improvement • Experience working with Arkansas DMS to successfully complete the 2015 1095-B Processes		
Proposed Project Role for RFP SP-17-0006	Operations Lead	**Subcontractor (Y/N)?**	N
Years' Experience in Role:	10 years		

REFERENCES					
REFERENCE 1					
Client Name	Kentucky Cabinet for Health and Family Services				
Client Point of Contact	LeAnne Mullins				
Client Address	122 Millcreek Park, Frankfort, KY. 40601				
Client Phone	+1 859 608 1580				
Client Email	leanne.mullins@ky.gov				
# of Employees	≈275 State & Deloitte staff	**Public Sector (Y/N)?**	Y	**Project Name and Description**	Kentucky Health Benefit Exchange
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	10/14/2012		**End (MM/YYYY)**	7/15/2015
Project Scope	Implementation of Kentucky's State Based Health Benefit Exchange followed by modernization of Kentucky's integrated eligibility solution to include all offered human service programs.				
Staff Role on the Project	Project Manager				
REFERENCE 2					
Client Name	Arkansas Department of Medicaid Services				
Client Point of Contact	Vickie Gillespie, 1095B Project Manager				
Client Address	Donaghey Plaza, PO Box 1437, Little Rock, AR. 72203				
Client Phone	+1 501 320 6232				
Client Email	Vickie.Gillespie@dhs.arkansas.gov				
# of Employees	≈50 State & Deloitte staff	**Public Sector (Y/N)?**	**Y**	**Project Name and Description**	State of Arkansas 1095-B
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	11/9/2015		**End (MM/YYYY)**	11/18/2016
Project Scope	In November of 2015, Deloitte contracted with Arkansas to provide a Software as a Service along with Operation Support Services to facilitate processing of 1095-B data incoming from State Agencies, 1095-B form generation and IRS reporting capabilities in accordance with IRS timelines. The Affordable Care Act provides that individuals must either have health insurance coverage throughout the year, qualify for an exemption, or make an individual shared responsibility payment when filing their taxes. IRS Form 1095B reports information about individuals who are covered by minimum essential health coverage and therefore are not required to make a payment. Deloitte's 1095-B solution provided Arkansas with comprehensive support of stakeholders and data processing throughout the lifecycle of the 1095-B. The solution provides for a Contact Center Module to facilitate staff updates and				

	data/form retrieval. Additionally, a Self Service Option is available for citizens to authenticate themselves and retrieve a copy of their own 1095-B form. All of Arkansas' over one million 1095-Bs for the tax year 2015 were mailed and IRS reporting was completed in accordance with IRS timeframes.
Staff Role on the Project	Operations Manager provided operational and technical support; led Deloitte team to support all aspects of 1095-B processing, support of citizen self-service portal, call center portal.

REFERENCE 3					
Client Name	Health and Human Services Commission, State of Texas				
Client Point of Contact	Mary Catherin Bailey				
Client Address	1609 Centre Creek Drive, Austin TX. 78754				
Client Phone	+1 512 691-2117				
Client Email	Mary.Bailey@hhsc.state.tx.us				
# of Employees	500 including 250 Deloitte team members	**Public Sector (Y/N)?**	Y	**Project Name and Description**	Texas Integrated Eligibility Re-Design System (TIERS)
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	• 10/2007 • 03/2016		**End (MM/YYYY)**	• 02/2012 • Ongoing
Project Scope	The Texas Health and Human Services Commission contracted with Deloitte Consulting to design, develop, and implement the Texas Integrated Eligibility Redesign System (TIERS) statewide. TIERS was developed to solve the limitations of the legacy System of Application, Verification, Eligibility, Referral and Reporting system (SAVERR) with a web-based and user-friendly graphical interface that promotes worker efficiencies by improving services and operations. TIERS is the largest integrated eligibility project in the country. Deloitte provides the following services on this project: a) Application Maintenance and Operations b) Application Enhancements and Development c) Enterprise Data Warehouse / BI / Reporting d) Resource Provisioning e) IT Operations Support f) Cyber Security and Privacy.				
Staff Role on the Project	Product Support Operations Manager. Jeff was on this project from 10/2007 to 02/2012 and again from 03/2016 to present.				

INDIVIDUAL QUALIFICATIONS		
Certifications (if applicable)		
PMI/PMP	Member ID#: 1309513	
	Earned Date: 12/30/2009	Expiration Date: 12/29/2018
ITIL v3 Foundation	Member ID#:	
	Earned Date:01/30/2017	Expiration Date: N/A
Certified Scrum Master	Member ID#: 000196654	
	Earned Date: 06/05/2012	Expiration Date: 07/06/2018

Table 5. Staff Experience: Nick Jivani

Team Member Name:	**Nick Jivani**		
Description of Skill Sets and Experience	Nick started his professional career in 1989 and since then has gained extensive experience in managing infrastructure products and projects with emphasis on the Identity and Access Management, Software Configuration Management, and Test Management technologies. Since joining Deloitte, Nick has focused on delivering and managing information & technology risk management solutions, having experience in areas including identity and access management, information security risk and compliance management, data privacy & security assessment. Most recently, he has served as Security Lead/Project Manager on several of Deloitte's most strategic projects including Texas and Washington. Prior to joining Deloitte, he served as an IT Manager with a major national telecommunications company that provides wireless services and is a major global Internet carrier. He has executed and managed multiple client engagements involving direct customer interaction and coordination with the onsite team and offshore resources. He has worked across diverse industries such as state government, telecommunication services, and information technology. **Summary:** • 10+ years implementing/managing security in enterprise solutions • 10+ years designing, developing, and implementing IDM solutions enterprise wide using CA Identity Management (IDM) Suite/Federation products using various directory servers (Siemens LDAP/Oracle LDAP/Microsoft AD). Received 4 US patents. • Certified Information Systems Security Professional (CISSP) – February 2017 • Extensive experience in vulnerability assessment • Deep regulatory compliance experience		
Proposed Project Role for RFP SP-17-0006	Security Manager	**Subcontractor (Y/N)?**	N
Years' Experience in Role:	10 years		
REFERENCES			
REFERENCE 1			
Client Name	Washington Health Benefit Exchange		
Client Point of Contact	Emily Molstad		
Client Address	Washington Health Benefit Exchange 810 Jefferson St SE, Olympia, WA 98501		
Client Phone	+1 360 688 1561		

Client Email	emily.molstad@wahbexchange.org				
# of Employees	100+ employees plus contractors and consultants	**Public Sector (Y/N)?**	**Y**	**Project Name and Description**	Washington Healthplanfinder
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	01/2016		**End (MM/YYYY)**	Ongoing
Project Scope	Deloitte was selected to assist HBE with a two year implementation of the HPF that started in April 2012 and was released for production use on October 1, 2013. Post October 1, 2013, Deloitte is providing security and privacy maintenance and operation services.				
Staff Role on the Project	Security Manager				
REFERENCE 2					
Client Name	Health and Human Services Commission, State of Texas				
Client Point of Contact	Marilyn Lucas				
Client Address	4000 Jackson Avenue Austin, Texas 78731				
Client Phone	+1 512 465 1472				
Client Email	Marilyn.Lucas@txdmv.gov				
# of Employees	100+ IT employees plus contractors and consultants	**Public Sector (Y/N)?**	Y	**Project Name and Description**	Texas Department of Motor Vehicles (TxDMV) Licensing, Administration, Consumer Affairs and Enforcement (LACE) Replacement project
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	10/2015		**End (MM/YYYY)**	Ongoing
Project Scope	Deloitte was selected to assist with the implementation of LACE Replacement project which involves replacement of the existing Licensing, Administration, Consumer Affairs and Enforcement application with a modern, highly configurable web-based application. Deloitte provides M&O services including cyber security and privacy.				
Staff Role on the Project	Security Lead				
REFERENCE 3					
Client Name	State of Texas				
Client Point of Contact	John Makamson				
Client Address	8317 Cross Park Dr, Austin, TX 78754				

Client Phone	+1 512 873 6660				
Client Email	John.Makamson@hhsc.state.tx.us				
# of Employees	500 including 250 Deloitte team members	**Public Sector (Y/N)?**	Y	**Project Name and Description**	Texas Integrated Eligibility Redesign System (TIERS) – Splunk Enterprise Security Application Implementation
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	06/2016		**End (MM/YYYY)**	09/2016
Project Scope	The Texas Health and Human Services Commission contracted with Deloitte Consulting to design, develop, and implement the Texas Integrated Eligibility Redesign System (TIERS) statewide. TIERS was developed to solve the limitations of the legacy System of Application, Verification, Eligibility, Referral and Reporting system (SAVERR) with a web-based and user-friendly graphical interface that promotes worker efficiencies by improving services and operations. TIERS is the largest integrated eligibility project in the country. Deloitte provides the following services on this project: a) Application Maintenance and Operations b) Application Enhancements and Development c) Enterprise Data Warehouse / BI / Reporting d) Resource Provisioning e) IT Operations Support f) Cyber Security and Privacy.				
Staff Role on the Project	Security Manager				
INDIVIDUAL QUALIFICATIONS					
Certifications (if applicable)					
PMI/PMP	Member ID#:				
	Earned Date:		Expiration Date:		
Certified Information Systems Security Professional (**CISSP**)	Member ID#:				
	Earned Date: 02/2017; CISSP Boot camp completed.		Expiration Date: N/A		

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2.0 Resumes

The Vendor should attach professional resumes of all proposed Key Personnel to this section of the Proposal.

Each resume should demonstrate experience germane to the position proposed. The resume should include work on projects cited under the Vendor's corporate experience, and the specific functions performed on such projects.

Instructions: Provide a resume for each proposed Key Personnel.

On the following pages, we have provided professional resumes for all proposed Key Personnel.

Sanjeev Sethi

Proposed Role: Engagement Director

Sanjeev has more than 22 years of extensive, progressive, and successful experience in transitioning large scale system to maintenance and operation as well as enhancing and modernizing the large-scale transaction processing systems. In the past 15 years, he has specific experience in the management of key Deloitte projects within Public Assistance systems in the Health and Human Services arena. He has served as Engagement Director on several of Deloitte's most strategic projects including Texas, Alaska and Illinois overseeing projects worth 800 millions of dollars. His most recent experience includes serving as the Project Director on the Texas Integrated Eligibility Redesign System (TIERS).

Sanjeev is also the Quality and Risk Director for three Integrated Eligibility projects for the states of Connecticut, New Mexico, and Michigan. Sanjeev reviews the quality and risk status of these projects and provides guidance in resolving the issues which can impact Deloitte performance on these projects.

Throughout his career, Sanjeev has held key positions including Project Manager, Application Development Manager, Functional Track Lead, System Administrator, Help Desk Manager and Production Support Manager. He has supported Integrated Eligibility applications for more than 22 years and has gained an in-depth knowledge of TANF, SNAP, Medicaid, Foster Care, and other public assistance programs.

Summary	
9+	Years providing direct project oversight and authority over ongoing relationships with clients
15+	Years managing M&O projects in a similar environment
✓	Client point of contact for overall contract administration, engagement management, and budget discussions
✓	Experience in providing greatest level of quality services and responsible for the overall quality of Deloitte services
✓	Experience in establishing and maintaining compliance with project processes and standards.
✓	Experience in recommending and reporting status on process improvements as well as addressing any issues that cannot be resolved with the engagement manager.

Recent and Relevant Work Experience

Project:	Texas Integrated Eligibility Redesign System (TIERS)		
Project Role:	Project Director	**Duration:**	April 2007 – Ongoing
Size and Scope:	The Texas Integrated Eligibility Redesign System (TIERS) is a Web-based system that integrates the application process for more than 50 health and human services programs. TIERS replaces several outdated systems, including the 30-year-old System of Application, Verification, Eligibility, Referral and Reporting system (SAVERR), with a single integrated system. The system has over 600 tables and about 1,500 web pages, and has been developed over a period of six years. Deloitte provides the following services on this project: a) Application Maintenance and Operations b) Application Enhancements and Development c) Enterprise Data Warehouse / BI / Reporting d) Resource Provisioning e) IT Operations Support f) Cyber Security and Privacy.		

Description of Role and Responsibilities

Sanjeev is responsible for overall engagement management and quality of Deloitte services on this M&O project. His responsibilities include:

- Provided Transition and Maintenance & Operations services for TIERS.
- Provided project oversight, strategic input, and guidance to the Project Management Team for tasks, deliverables, technical approach, use of technology, and task plans.
- Served as the primary authority for ongoing relationships with client leadership.
- Assisted the Engagement Manager in resolving any contract and/or project issues as needed.
- Reviewed and approve overall project plan, schedules, timeframes, and budget.
- Participated in client executive meetings.
- Managed the internal QA review process.
- Assessed the effectiveness of resources, organizational structure and roles; Manage subcontractor relationships.
- Established project/program standards and processes.
- Facilitated improvement in project processes and standards.

Project:	Alaska's Resource for Integrated Eligibility Services (ARIES)		
Project Role:	Project Director	**Duration::**	February 2012 – January 2013
Size and Scope:	ARIES is a Web-based system that was developed by Deloitte for the Alaska Citizens to apply for Public Assistance using an online Self Service Portal and for the Department of Health and Social Services workers to perform Case Management and Eligibility functions.		

Description of Role and Responsibilities

As a Project Director on the ARIES system, Sanjeev was responsible for the overall successful implementation of the Application. His responsibilities include:

- Provided oversight, strategic input, and guidance to the Project Management Team for tasks, deliverables, technical approach, use of technology, and task plans.
- Served as the primary authority for ongoing relationships with client leadership.
- Managed the quality of Deloitte services.
- Reviewed and approve of overall project plan, schedules, timeframes, and budget.
- Participated in status meetings with client executives.
- Managed the internal QA review process.
- Assessed the effectiveness of resources, organizational structure and roles.
- Established project/program standards and processes.

- Facilitated improvement in project processes and standards.

Project:	Florida Online Recipient Integrated Data Access (FLORIDA)		
Project Role:	Project Manager	**Duration:**	February 2006 – March 2007
Size and Scope:	The FLORIDA system is an online and batch system comprised of Public Assistance and Child Support Enforcement programs. The system is managed by Department of Children and Families (DCF) Florida. The DCF's Office of Economic Self-Sufficiency modernized its business policies and procedures along with the tools and technologies that support its business practices including kiosks, call centers, and integrated voice response systems. Deloitte was the vendor providing programming and program analysis support services for the FLORIDA system.		

Description of Role and Responsibilities

- During the kick-off phase of this contract, Sanjeev led the effort to recruit staff required to satisfy the staffing obligations of the contract.
- As a Project Manager, Sanjeev helped lead the Economic Self Sufficiency Modernization team to maintain the existing Web components and designing a Web User Interface to FLORIDA mainframe system.
- Sanjeev worked as the project manager leading 117 Deloitte resources.
- Along with Deloitte Project Director, Sanjeev supported and facilitated communication between the department and the Deloitte team, while focusing on the department's vision for enhanced customer relationship management.

Project:	Texas Integrated Eligibility Redesign System (TIERS)		
Project Role:	Deputy Project Manager	**Duration:**	April 2001 – November 2005
Size and Scope:	The TIERS project provides State of Texas with a state-of-the-art, browser-based, integrated public assistance eligibility and benefit distribution system. Deloitte was the TIERS Systems Integration vendor for the design, development and implementation of TIERS. Deloitte worked with Health and Human Service Commission to define an enterprise-wide technology model and TIERS is the first project to support the new vision and standards for technology platforms, tools, design and development methodologies and application software reuse. The hardware environment consists of Sun servers and data storage. Operating within the Solaris operating environment are IBM's WebSphere application servers, Oracle's database management system, the OpCon batch scheduling manager and IBM's MQ Series middleware products. Crystal Reports is utilized for reporting and software is being developed within the Java 2 Enterprise Edition (J2EE) architecture standards using IBM's WebSphere Application Development (WSAD) product for Java development.		

Description of Role and Responsibilities

- Managed the Deloitte team working on Functional, Technical, Test, and Training areas.
- Collaborated with HHSC project management and providing weekly status updates.
- Structured the development team by planning Deloitte and subcontractor resources to support the specific needs of each project phase.
- Created and maintained vendor relationships for staffing the project with the leading resources for the job, working with HHSC management to plan the development cycles including application changes, timeframes, and development resources for TIERS enhancements.
- Managed multiple functional tracks through TIERS design, development, and implementation.

Project:	Interim Statewide Automated Welfare System (ISAWS)		
Project Role:	Application Manager	**Duration:**	March 2000 – April 2001
Size and Scope:	California's Interim Statewide Automated Welfare System (ISAWS) is an interactive welfare system that automates eligibility determination and benefit issuance for the Temporary Assistance to Needy Families (TANF) program, Food Stamps, Medi-Cal, Foster Care, and County Medical Services programs. The technical environment includes fourth generation languages and relational database techniques using Unisys' MAPPER. In addition, ISAWS supports a help-desk system, which allows counties to report problems with the application. The help-desk system operates in Remedy using Oracle 8.0 on a Hewlett Packard HP 9000 server and an NT development server. The ISAWS system consists of over 1,500 programs, 700 of which are online. The system provides services to 35 counties constituting 14% of the California Welfare caseload, greater than 21 of the other states.		

Description of Role and Responsibilities

- Responsible for the day-to-day operations of this M&O project including supervision of the seven primary teams comprising more than 45 subcontractor staff. These teams enhanced and maintained the online and batch programs of the application; implemented welfare reform changes; addressed system fixes; provided testing and system infrastructure support and run-time improvement changes. These teams also provided DBA functions, LAN support, and continued to develop and maintain the Help Desk Remedy system.
- Responsible for strategic and tactical decision making in a cooperative process with state management at the project; project-wide planning and coordination of team efforts; feasibility analysis of new projects and requirements, factoring cost against design choice where appropriate; interpretation of State/Federal program and policy regulations; overall responsibility for the implementation of welfare statutes.
- Led the effort to recruit staff required to satisfy the staffing obligations of the contract.

Project:	Interim Statewide Automated Welfare System (ISAWS)		
Project Role:	Production Support Manager	**Duration:**	June 1998 – February 2000

Description of Role and Responsibilities

- Managed the Benefit Issuance, Monthly Reporting, and Interfaces teams for the ISAWS project.
- Directed and coordinated application maintenance activities and daily project activities for the batch area.
- Supported the Application Development Manager in daily project management activities.
- Monitored project status; confirmed that system changes are defined, communicated, and developed within the project standards; confirming quality and timely deliverable within budget; and developing project plans.

Project:	Interim Statewide Automated Welfare System (ISAWS)		
Project Role:	Help Desk Manager	**Duration:**	August 1994 – December 1996

Description of Role and Responsibilities

- Managed the Help Desk team of seven programmers who worked on daily problems reported by the ISAWS application. He was responsible to manage and prioritize the problems reported and confirm the users were getting quality resolutions.
- Managed the TIPS (Tracking ISAWS Problems and Solutions) application as DBA and system administrator. This application was developed using REMEDY software using HP-UX as operating system and ORACLE as database.

Project:	Interim Statewide Automated Welfare System (ISAWS)		
Project Role:	Track Lead	**Duration:**	August 1994 – December 1996

Description of Role and Responsibilities

- Sanjeev was the track lead for the maintenance and enhancement of the Benefit Issuance subsystem. He was involved from feasibility analysis through design, development, and implementation of the changes required in the system. His responsibilities include:
- Collaborated with the ISAWS implementation team to incorporate the changes required by different county business processes.
- Collaborated with the Health and Welfare Data Center team responsible for operations and production control functions as a liaison between Health and Welfare Data Center and the ISAWS development team to successfully implement interfaces required for Benefit Issuance through county vendors and data processing shops.

Project:	NAPAS/Interim Statewide Automated Welfare System		
Project Role:	Systems Analyst	**Duration:**	March 1994 – July 1994
Size and Scope:	NAPAS is a state-of-the-art, online, interactive system which provides a level of management information and control unequaled by existing systems. It is written primarily in a fourth generation language, MAPPER. NAPAS used the Comprehensive Public Assistance System as the foundation for its advanced features. The NAPAS system supports AFDC, Food Stamps, MediCal, and Foster Care.		

Description of Role and Responsibilities

- Designed, developed, tested programs for Benefit Issuance and other areas including Application Registration, Application Screening, Application Entry, Case Utilities, Benefit Recovery, Eligibility Determination and Benefit Computation, Retro Medicaid, and support functions such as personnel registration and security, automatic specification development, and the data dictionary.

Educational Background including College Degrees and Institution Name(s) and Location(s)

Bachelor of Science, Punjab University, Chandigarh (India)

Significant Certifications, Relevant Training and Honors

Diploma in Computer Science and Applications, DAV College, Chandigarh India

Figure 5-1. Resume: Sanjeev Sethi.

Jay Waller

Proposed Role: Engagement Manager

Jay is an accomplished leader who has been with Deloitte for over 8 years and has experience in implementing, transitioning, and managing large-scale initiatives in Retirement Benefits, Health and Human Services. He is well versed in the maintenance and operations of large scale systems. Jay brings a focus on quality and innovation to his projects, resulting in consistent system modernization and quality improvements for the many clients he has served. With his experience implementing and using various project management and delivery methodologies, Jay has a history of delivering projects on time and under budget. Jay is currently serving as the project manager on the Florida Retirement System Project.

Jay is also a certified Project Management Professional and acquired this certification from the Project Management Institute in August of 2005 and continues to maintain this credential.

Summary	
13+	Years managing an M&O team for an enterprise solution with a public sector client
✓	Experience in managing staff assigned to all day-to-day M&O activities
✓	Experience in providing timely and informed responses to operational and administrative inquiries
✓	Experience in playing an active role in day-to-day management of the project and will be the point of contact to provide and respond to issues, concerns and requirement clarification required in the project.
✓	Vast experience in managing the relationships with the external agency partners, subcontractors, and partner technology vendors.

Recent and Relevant Work Experience

Project:	The Retirement Systems of Alabama – DPAS Implementation		
Project Role:	Project Manager	**Duration:**	December 2014 – Ongoing
Size and Scope:	The Retirement Systems of Alabama (RSA) provides pension services and administers retirement benefits for nearly 400,000. DPAS is replacing the RSA's legacy mainframe applications and current imaging and workflow system, providing features such as agency establishment, member enrollment, member and agency contributions, general accounting, service purchase and benefit calculations, disability and survivor benefits, and benefits payroll. The system leverages SQL Server as its back-end and integrated with an imaging system and end-to-end workflow handled by IBM FileNet. New system functionality to support the RSA's call center and Internet self-service for members, retirees, and employers is currently being implemented. Release 1 including imaging, workflow, and CRM is live.		

Description of Role and Responsibilities

- Served as the Project Manager responsible for the implementation and post implementation support of Deloitte's Pension Administration Solution (DPAS).
- Led day-to-day project management activities, planning, and reporting as well as resource management for Deloitte team members and subcontractors with over 60 staff globally.
- Managed all project activities and deliverables, including scheduling, delivery of quality work products, risk mitigation, status reporting, and resolution of issues; served as the day-to-day liaison with the client leadership.
- Management of all Post Implementation maintenance, operations, and enhancement activities including SIR triage, prioritization and implementation
- Managed and coordinated a team of more than 60 staff, including subcontractors, responsible for a multi-phase implementation of pension administration system meeting more than 800 business and technical requirements
- Joined client team in attendance at national industry conferences specializing in the public employee retirement system industry (e.g. NASRA)

Project:	Florida Retirement System – IRIS Implementation		
Project Role:	Project Manager	**Duration:**	March 2004 – December 2014
Size and Scope:	The Florida Retirement System provides pension services and administers retirement benefits for over one million members with 626,578 active and 377,671 retired members. Florida's implementation of IRIS fully replaced the Division of Retirement's legacy mainframe applications and provided features such as agency establishment, member enrollment, member and agency contributions, general accounting, service purchase and benefit calculations, disability and survivor benefits, along with benefits payroll. The system leveraged the Oracle Database as its back-end and integrated with an imaging system and end-to-end workflow handled by Process360. New system functionality to support the Division's contact center and Internet self-service for members, retirees, and employers has been implemented. Deloitte provides the following services on this project: a) Application Maintenance and Operations b) Application Enhancements and Development c) Enterprise Data Warehouse / BI / Reporting d) Resource Provisioning e) IT Operations Support f) Cyber Security and Privacy.		

Description of Role and Responsibilities

- Led day-to-day project management activities, planning, and reporting as well as resource management for Deloitte team members and subcontractors
- Led the business case for the IRIS modernization initiative to replace PowerBuilder with a new .NET architecture that enhances scalability and flexibility with an updated security framework
- Managed staff assigned to all day-to-day M&O activities
- Played an active role in day-to-day management of the Account so as to be knowledgeable and aware of all issues, concerns and requirements
- Provided oral and written status reports and other information to Department management as required
- Managed the relationships with subcontractors and partner vendors
- Provided ongoing reporting of operation against SLAs
- Secured Deloitte investment funding to build a framework for incrementally modernizing IRIS, allowing development to focus on the conversion of PowerBuilder to a modern .NET development framework
- Led the implementation of Microsoft Dynamics CRM to support the establishment of the Division's Call Center.
- Led IRIS and FRS Online enhancements, design, development, testing, and implementation
- Established the first ever, successful Disaster Recovery Plan and successful test execution of FRS DR testing
- Facilitated communications with other public pension system clients such as Alabama, North Carolina, Georgia, and Tennessee to understand best practices for online implementations such as Direct Deposit online, employer reporting, and other features
- Managed client and team relationships at the staff and leadership level to promote the best interest of the client and Deloitte staff, as well as leadership of the Department and Deloitte teams
- Monitored service levels and service delivery to the Division

Project:	Florida Department of Children and Families – ACCESS Florida		
Project Role:	Project Manager	**Duration:**	April 2013 – November 2014
Size and Scope:	The Florida Department of Children and Families is the agency responsible for the operation and delivery of Public Assistance programs (Medicaid, SNAP, TANF, and Refugee Benefits) to the citizens of Florida. Currently, the Department provides services to over 3.6 million Medicaid recipients, 3.3 million Food Stamp recipients, and 65,000 TANF recipients using a number of integrated applications that comprise the ACCESS program. ACCESS enables the Public Assistance program to be client-centric and self-service oriented, eliminating the need for paper applications and visits to client offices for lengthy interviews. Deloitte Consulting continues to be engaged by the Department in the design, development, and implementation of new applications supporting client modernization efforts as well as the ongoing enhancement and maintenance of existing applications and systems.		

Description of Role and Responsibilities

- Provided timely and informed responses to operational and administrative inquiries that arise
- Managed staff assigned to all day-to-day M&O activities
- Played an active role in day-to-day management of the Account so as to be knowledgeable and aware of all issues, concerns and requirements
- Provided oral and written status reports and other information to Department management as required

- Managed the relationships with subcontractors and partner vendors
- Provided ongoing reporting of operation against SLAs
- Coordinated systems analysis, development, and maintenance & operations activities through Deloitte and client staff
- Managed teams in the areas of scheduling, technical direction, future planning, and development lifecycle and project management practices.
- Coordinated with the Project Director, Chief of Technology and Data, and other stakeholders to monitor and control initiative progress and resolve items and issues affecting work efforts;
- Identified, tracked, and communicated risks and issues; and capture and report performance metrics

Project:	Tennessee Consolidated Retirement Systems – DPAS Implementation		
Project Role:	Project Advisor	**Duration:**	January 2011 – June 2014
Size and Scope:	The Office of Temporary and Disability Assistance for the State of New York administers the SNAP and TANF programs and was enhancing their self-service applications for consumers and workers. The myBenefits/myWorkspace project required Deloitte to manage the entire software development lifecycle for multiple enhancement releases to the myBenefits and myWorkspace web based applications The Tennessee Consolidated Retirement System (TCRS) provides pension services and administers retirement benefits to more than 215,076 active members and 116,585 retirees. TCRS's RFP had more than 1,700 business and technical requirements. To meet these requirements, the joint TCRS and Deloitte team implemented DPAS to provide end-to-end services to its members, employers, and retirees, including membership enrollment, employer reporting, contribution accounting, benefit calculations for service and disability retirement, service purchase, refund processing, survivor death benefits, and online self-service.		

Description of Role and Responsibilities

- Served as subject matter expert to assist in the design and implementation of business requirements and objectives based on prior engagement experiences
- Assisted TCRS in building a transition, maintenance, operations, and support strategy complete with staffing and team organization recommendations
- Shared pension specific implementation knowledge of certain online features and best practices
- Coached and trained internal staff on pension specific business knowledge, conducting knowledge transfer and retirement 101 training sessions

Educational Background including College Degrees and Institution Name(s) and Location(s)

Bachelor of Science – Management Information Systems, Florida State University

Significant Certifications, Relevant Training and Honors

PMP – Project Management Professional
ITIL – V3 Certified

Figure 5-2. Resume: Jay Waller.

Ashok Hameermul

Proposed Role: Technical Lead

Ashok is a PMI certified Project Management Professional and ITIL v3 Foundation certified with over 17 years of consulting experience in transition, maintenance and operations and the enhancement of large-scale information systems. His skills also include architecting and designing enterprise solutions in mainframe, client service and web-based environments.

Throughout his career, Ashok has worked on maintaining and evolving legacy applications to emerging technologies including Cobol/Mainframe environments to Client Server architecture to Web-based solution to the cloud and mobile based solutions and helped the states in stabilizing, optimizing, enhancing, modernizing and innovating their current integrated eligibility systems that manages SNAP, TANF and Medicaid. Ashok has successfully managed all phases of the Software Development Life Cycle, and has delivered technical solutions to business problems within scope, budget, schedule and quality constraints and has demonstrated success in consistently establishing high performing teams for the delivery. He brings structured collaboration practices to development and technical staff as they deliver projects to the stakeholders while working with the State IT Managers on a daily basis.

Ashok has experience with various database technologies such as DB2, Oracle and MS SQL Server. He has experience in a range of various programming language and solution includes: Cobol, CICS, JCL scripts, ProCobol/ProC, Power Builder, Tuxedo, J2EE, IBM WebSphere, MuleSoft, Harvest and Perforce document and source code control system, Corticon business rules engine, Salesforce, Wave Analytics, and performance monitoring products like DynaTrace and Zabbix.

Summary	
8	Years of experience in architecting/designing enterprise solutions
10	Years of experience with technology implemented at DHS related to transition, maintenance and operation, and enhancements.
✓	Experience in providing detailed applications knowledge in support of complex application issues/incidents.
✓	Experience in reviewing all potential system changes related to defect fixes, configuration fixes, enhancements from a technical perspective and always provides technical design/assessments to the teams.
✓	Experience in providing detailed design assessments and consultation to Development, Design and Implementation project teams for future enhancements and strategic initiatives.

Recent and Relevant Work Experience

Project:	Colorado Benefit Management System (CBMS)		
Project Role:	Application Development and Technical Manager	**Duration:**	December 2008 – Ongoing
Size and Scope:	Deloitte is responsible for the transition and operations and maintenance along with enhancements of the CBMS project. CBMS incorporates eligibility determination for Medicaid, Food Assistance, Cash Assistance, Children's Basic Health Plan including case management functions such as work programs, and others. The project encompasses programs that determine eligibility and anticipated benefits for more than 1.34M clients and for more than 750,000 cases. There are approximately 4,300 users of CBMS. This number encompasses county, state and Medical Assistance site users. The programs, which CBMS supports, are state-supervised and county-administered.		

Description of Role and Responsibilities

- Managed enhancement development work for CBMS projects including cost estimations, developing release plans, selection of Agile projects, process improvement, risk management, and defining requirements.
- As a Technical Lead, responsible for maintaining the underlying infrastructure and architecture for CBMS, including databases, CBMS Web framework, common functionality module within CBMS, and Data Access layer, and maintenance of production and non-production environments.
- Provided detailed applications knowledge in support of complex application issues/incidents
- Reviewed the system changes from a technical perspective and provides technical design/assessments.
- Coordinated with the system test and user acceptance test teams for timely completion of testing, including issue resolution.
- Developed quality improvement processes and automation for development and build processes.
- Communicated with the State Technical team and software vendors and to evaluate new products for CBMS.
- Provided guidance and advice to the development and the technical teams in solving complex issues around design and performance of the system including framework, architecture, capacity, network, metrics, service level agreements, and program rules and regulations.
- Met with the county directors on a regular basis to identify and understand if they have any issues in processing cases in the system and provide them with the details of the upcoming releases as well as provide insights of the technology trends.
- Worked with the program directors to develop innovative ideas and present creative technology solutions for new program rules and regulations.
- Managed the daily activities related to senior client management requests from the State and the county directors.

Project:	For Our Children's Ultimate Success (FOCUS)		
Project Role:	Technical Advisor	**Duration:**	April 2016 – September 2016
Size and Scope:	Deloitte is responsible for the Design, Development and implementation of the Delaware FOCUS project, a case management system that integrates all of the Department's divisions within one enterprise-wide solution. The system integrates the business processes and operations for Division of Family Services (DFS), Division of Youth Rehabilitation Services (DYRS), Division of Prevention and Behavioral Health Services (DPBHS) and Division of Management Support Services (DMSS). The goal of FOCUS is to provide high-quality care for children and youth in ways that lead to improvements in their functioning and in the functioning of their families. The integrated children services solution will support services that are child-centered, individualized, family-focused, strength- and community-based, culturally respectful, appropriate in type and duration, and seamless within and across organizations. The project is currently in the development phase.		

Description of Role and Responsibilities

- Ashok served as a technical advisor for the project and was responsible for advising the technical team and setting up the salesforce architecture, environment capacity planning for the development and testing environment.
- Evaluated the project technical requirements scope and provided guidance to the technical team in solving the design issues, choosing the solution and provided recommendation of the software selection.
- Evaluated and provided assessment for the selection of the Enterprise System Bus (ESB) and provided guidance to the development and the state infrastructure team for the interface architecture framework using the product Mulesoft for communicating with the external partner agencies.
- Created the workflow strategy deliverable document for the development and the state teams for utilizing the out-of-the-box (OOTB) features available in salesforce that the team can leverage in the development of the required workflow in the FOCUS system.
- Provided recommendation and presented the FOCUS reporting and data warehouse capabilities and strategy deliverable document after evaluating the products, such as Business Objects, Tableau and Wave Analytics.
- Reviewed and verified the Delaware Department of Technology and Information (DTI) Standards and Policies in conjunction with the FOCUS solution to make sure the system is in compliance with the department standards and guidelines.

Project:	Colorado Benefit Management System		
Project Role:	Enhancements Lead	**Duration:**	February 2012 – November 2013
Size and Scope:	Deloitte is responsible for the development work for the expansion of Medicaid program and design, development and implementation of MAGI/Non-MAGI rules and regulations as part of the Affordable Care Act (ACA) for Colorado Benefits Management System (CBMS). CBMS incorporates eligibility determination for Medicaid, Food Assistance, Cash Assistance, Children's Basic Health Plan including case management functions such as work programs, and others. The project encompasses programs that determine eligibility and anticipated benefits for more than 1.34M clients and for more than 750,000 cases. There are approximately 4,300 users of CBMS. This number encompasses county, state and Medical Assistance site users. The programs, which CBMS supports, are state-supervised and county-administered.		

Description of Role and Responsibilities

- Managed enhancement development work for the expansion of Medicaid program, and design, development and implementation of MAGI/Non-MAGI due to Affordable Care Act (ACA) regulations including cost estimations, developing release plans, process improvement, risk management, and defining requirements.
- Managed the conversion and migration of legacy rules engine to Corticon (COTS product) business rules engine to make it more robust and modularized and paved way for the rapid development process and methodology.
- Participated in weekly status meetings with the client team and provided the status of the development of the enhancement work.
- Reviewed the system changes from a technical perspective and provides technical design/assessments in selecting the business rules engine.
- Coordinated with the system test and user acceptance test teams for timely completion of testing, including issue resolution during the testing phase of the project.

Project:	CalWorks Informational Network (CalWIN)		
Project Role:	Eligibility Track Lead/Production Support Manager	**Duration:**	July 2000 – October 2008
Size and Scope:	The CalWIN application is a client-based online automated eligibility system which provides benefit calculation, determination, and management for the state of California's Integrated Eligibility programs. CalWIN issues benefits to more than 2.6 million California families in need. CalWIN dynamically generates over 3.5 million client correspondences per month in 14 different languages.		

Description of Role and Responsibilities

- Ashok served as a manager of Eligibility Determination and Benefit Calculation and was responsible for managing all enhancement development work for EDBC Track within the CalWIN project. His other responsibilities include:
- Developed and maintain all new system screens.
- Developed and maintain program policy rules related to SNAP, TANF, and Medicaid.
- Participated in requirement gathering sessions and technical design for EDBC related changes.
- Collaborated with client representatives about system changes and communicating the required changes to development team members.
- Participated in design, development, and implementation of Change Requests.
- Represented the Deloitte team at the weekly Defect Design Meeting to resolve design related issues.
- Represented the Deloitte team at Production Status Meetings.

Project:	Delaware Customer Information System (DCIS II)		
Project Role:	Benefit Recovery/Tracking Deputy Track Lead	**Duration:**	January 1997 – June 2000
Size and Scope:	DCISII is a large scale, eligibility determination and management system executed for State of Delaware that supports 1,000 interactive users. This involves collecting information from the needy residents of Delaware, processing the requirements, determining the eligibility; notify the clients, issuance of benefits and recovering the benefits. The supporting activities in this system include Security Management, Data Conversion, and Maintenance of history. The system is designed to interface with the existing Master Client Index database (MCI keeps track of all the residents of Delaware).		

Description of Role and Responsibilities

- Ashok's responsibilities on this project include:
- Gathered requirements, analysis, design, and develop modules.
- Developed CICS & DB2 (RPC) programs, batch programs, report programs.
- Created JCL's procedures, VSAM clusters, maintaining datasets, loading test data using SPUFI & File AID, unit and system testing in test environment using XPEDITOR.
- Migrated software using Changeman, and automation of batch programs using ZEKE/ZEBB.
- Participated in design, development, and implementation of change requests.
- Migrated the system to OS/390, including testing with the Universal Database DB2V5.

Educational Background including College Degrees and Institution Name(s) and Location(s)

Bachelor of Electronics and Communications Engineering, University of Madras, Salem, India

Significant Certifications, Relevant Training and Honors

- PMI - Project Management Professional
- ITIL Foundation v3 Certification
- Deloitte Health and Human Services Proficiency Program
- Confidential Information/Personally Identifying Information
- HIPPA
- Strategic Relationship Building for Leadership Success

Figure 5-3. Resume: Ashok Hameermul.

Jeff Hach

Proposed Role: Operations Lead

Jeff has over 15 years of experience working in Deloitte's Public Sector practice on large-scale system transition, and maintenance and operations projects. He has specialized in leading teams on Integrated Eligibility systems for Medicaid, Food Stamps, Temporary Assistance for Needy Families, and Child Care.

Jeff has led several improvement initiatives leading to improved transparency and metrics in quality assurance, streamlined timelines for requirements and design approval processes and faster time to optimal system processing for system implementation processes in Kentucky and Texas.

Jeff has deep experience in all aspects of the requested services of the Operations Lead Role. In his Maintenance and Operations leadership roles, Jeff has led Operations teams in help desk, change and release management, defect resolution and root cause analysis. Jeff is well versed in multiple development methodologies including waterfall and Agile Scrum. He has demonstrated his excellent management skills through Application Support management. With a focus on transparency and long-term strategic process improvements, he teams efficiently with State Help Desk and Program Area stakeholders for ticket prioritization. He is certified in the required accreditations in addition to others. He understands not only process management but has a deep knowledge of the Health and Human Services domain in staff and leadership positions

Prior to joining Deloitte, Jeff served in the United States Navy as an Intelligence Specialist in the Operations Department throughout 48 months and two deployments to the Arabian Gulf earning various medals for expeditionary warfare, service and good conduct. He was honorably discharged following his end of active obligated service.

Summary	
10	Years of experience leading maintenance and operations for public sector projects
✓	ITIL V3 Foundation (January 2017)
✓	Experience working with Arkansas DMS to successfully complete the 2015 1095-B Processes
✓	Deep experience in Operations, Change & Release Management, Help Desk Management, Project Management Reporting, IT Operations and Process Improvement

Recent and Relevant Work Experience

Project:	State of Texas, Health and Human Services Commission		
Project Role:	Production Support Operations Manager	**Duration:**	March 2016 – Ongoing
Size and Scope:	Maintenance, operations, and enhancements of the Texas Integrated Eligibility Redesign (TIERS) system including state, federal, and commercial interfaces.		

Description of Role and Responsibilities

- Led release planning efforts, drove successful completion of release sprints.
- Worked closely with Product Owners to deliver value for Texas HHSC.
- Managed quality assurance across release sprints.
- Reported metrics across all Cycle Sets within Release.
- Led Problem Management and Root Cause Analysis efforts.

Project:	State of Arkansas Department of Human Services - 1095-B		
Project Role:	Operations Manager	**Duration:**	November 2015 – November 2016
Size and Scope:	In November of 2015, Deloitte contracted with Arkansas to provide a Software as a Service along with Operation Support Services to facilitate processing of 1095-B data incoming from State Agencies, 1095-B form generation and IRS reporting capabilities in accordance with IRS timelines. The Affordable Care Act provides that individuals must either have health insurance coverage throughout the year, qualify for an exemption, or make an individual shared responsibility payment when filing their taxes. IRS Form 1095B reports information about individuals who are covered by minimum essential health coverage and therefore are not required to make a payment. Deloitte's 1095-B solution provided Arkansas with comprehensive support of stakeholders and data processing throughout the lifecycle of the 1095-B. The solution provides for a Contact Center Module to facilitate staff updates and data/form retrieval. Additionally, a Self Service Option is available for citizens to authenticate themselves and retrieve a copy of their own 1095-B form. All of Arkansas' over one million 1095-Bs for the tax year 2015 were mailed and IRS reporting was completed in accordance with IRS timeframes.		

Description of Role and Responsibilities

- Provided operational and technical support; led Deloitte team to support all aspects of 1095-B processing, support of citizen self-service portal, call center portal.
- Served as Lead Client Manager and was responsible for weekly metrics reporting of 1095-B Processing.
- Established and managed a help desk for case worker assistance.
- Led a team to support all aspects of 1095-B processing.
- Ensured all team members follow the approved processes; Identified opportunities for process improvement.

Project:	Commonwealth of Kentucky, Cabinet of Health and Family Services – HIX/IES		
Project Role:	Project Manager	**Duration:**	October 2012 – July 2015
Size and Scope:	Kentucky's Cabinet of Health and Family Services contracted with Deloitte to deliver their Health Insurance Exchange in accordance with the Affordable Care Act. Subsequently, they requested that Deloitte assist them in expanding the functionality of the exchange to include a full suite of Health and Human Services to afford Kentuckians a centralized and client centric means of aquiring the needful services. Jeff acted in multiple capacities throughout this engagment beginning as a functional expert assisting all areas of the Health Insurance Exchange team. As the project progressed, he was tasked with leading change orders then given his broad knowledge of the system objectives as the Test Manager for the project. Jeff was responsible for creation of release test plans, validation of all enhancement and maintenance related tasks, management of automated test script creation and execution, coordinating test activities including planning, design and execution with business and user acceptance teams from Requirements to UAT completion. Jeff facilitated conversation with the Kentucky clients and the Food and Nutritional Services to validate comprehensive coverage of all aspets of a new SNAP eligibility component.		

Description of Role and Responsibilities

- Worked with Kentucky DCBS staff to complete the to be design for Kentucky's Health Benefit Exchange
- Coordinated with off shore development team to complete development activities
- Managed all testing aspects for a newly built integrated eligibility system including working with federal agencies to verify comprehensiveness of test coverage
- Managed a team of 30 testers both onsite and off shore to deliver increased productivity to the testing cycle.
- Ensured all team members follow the approved processes; Identified opportunities for process improvement
- Managed the day-to-day operations of the project while fostering open communication channels across all stakeholders.

Project:	State of Texas, Health and Human Services Commission - TIERS		
Project Role:	Production Support Operations Manager	**Duration:**	November 2007 – October 2012
Size and Scope:	The Texas Integrated Eligibility Redesign System (TIERS) is a large-scale, browser based, IV-A system used to determine eligibility, benefit issuance, and case management of Temporary Assistance for needy Families, Food Stamps, Medicaid, and Community Care Programs.		

Description of Role and Responsibilities

- Ensured all team members follow the approved processes; Identified opportunities for process improvement
- Created release benchmarking quality measures and process improvement recommendations
- Responsible for Root Cause Analysis and identifying trends in defect injection
- Responsible for prioritization of maintenance related activities
- Provide project wide awareness of root cause analysis findings and creating process updates to reduce production impacts
- Validated enhancement and maintenance tasks

- Managed automated validation suite
- Planned, designed, coordinated and executed test activities
- Managed a team of 22

Educational Background including College Degrees and Institution Name(s) and Location(s)

- Bachelor of Science, Management of Information systems, Pennsylvania State University, Erie Pennsylvania

Significant Certifications, Relevant Training and Honors

- Project Management Professional Certification
- Certified Scrum Master
- ITIL v3 Foundation (January 2017)
- Honorable Discharge from United States Navy

Figure 5-4. Resume: Jeff Hach.

Nick Jivani

Proposed Role: Security Expert

Nick started his professional career in 1989 and since then has gained extensive experience in managing infrastructure products and projects with emphasis on the Identity and Access Management, Software Configuration Management, and Test Management technologies. Since joining Deloitte, Nick has focused on delivering and managing information & technology risk management solutions, having experience in areas including identity and access management, information security risk and compliance management, data privacy & security assessment. Most recently, he has served as Security Lead/Project Manager on several of Deloitte's most strategic projects including Texas and Washington.

Prior to joining Deloitte, he served as an IT Manager with a major national telecommunications company that provides wireless services and is a major global Internet carrier. He has executed and managed multiple client engagements involving direct customer interaction and coordination with the onsite team and offshore resources. He has worked across diverse industries such as state government, telecommunication services, and information technology.

Summary	
10+	Years implementing/managing security in enterprise solutions
10+	Years designing, developing, and implementing IDM solutions enterprise wide using CA Identity Management (IDM) Suite/Federation products using various directory servers (Siemens LDAP/Oracle LDAP/Microsoft AD). Received 4 US Patents.
✓	Certified Information Systems Security Professional (CISSP) – February 2017
✓	Extensive experience in vulnerability assessment
✓	Deep regulatory compliance experience

Recent and Relevant Work Experience

Project:	State of Washington Health Benefit Exchange		
Project Role:	Security Manager	**Duration:**	January 2016 – Ongoing
Size and Scope:	Washington's Health Benefit Exchange is a significant initiative under the Affordable Care Act's national health care reform. As of October 1, 2013, the Healthplanfinder application provides an online marketplace, making it easier for consumers to choose a commercial health plan that works best for them, and provide access to tax credits and public programs such as Medicaid. Deloitte was selected to assist the Health Benefit Exchange with a two-year implementation of the Healthplanfinder that started in April 2012 and was released for production October 1, 2013. Since October 1, 2013, Deloitte is providing security and privacy and M&O services on this project.		

Description of Role and Responsibilities

- Architected and managed the Identity and Access Management implementation
- Ensured the Healthplanfinder solution met all applicable security regulations.

- Worked with the information security officer supporting the risk and compliance management, data privacy & security assessment, and other regulatory requirements that includes IRS Security Safeguard Report and CMS MARS-E 2.0 (Privacy Impact Assessment,
- Developed and maintained all security documentation including Information Security Risk Assessment, Plan of Action and Milestones and System Security Plan.

Project:	State of Texas, Department of Motor Vehicles		
Project Role:	Security Lead	**Duration:**	October 2015 – Ongoing
Size and Scope:	Deloitte was selected to assist with the implementation of LACE Replacement project which involves replacement of the existing Licensing, Administration, Consumer Affairs and Enforcement application with a modern, highly configurable web-based application. Deloitte provides M&O services including cyber security and privacy.		

Description of Role and Responsibilities

- Developed an application security plan for the LACE application.
- Configured authentication and authorization functionality for the LACE solution.
- Performed application vulnerability testing.

Project:	State of Texas, Health and Human Services Commission		
Project Role:	Security Manager	**Duration:**	June 2016 – September 2016
Size and Scope:	The Health and Human Services Commission provides leadership and direction, and fosters the spirit of innovation needed to achieve an efficient and effective health and human services system for Texans. The commission has oversight responsibilities for designated Health and Human Services agencies, and administers certain health and human services programs including the Texas Medicaid Program, Children's Health Insurance Program, Medicaid waste, fraud, and abuse investigations.		

Description of Role and Responsibilities

- Managed the installation, configuration, and integration of available data sources into Splunk Enterprise Security application
- Provided direction and helped with the prioritization of tasks to complete the scope of work to the security team members.
- Provided status on a weekly basis to keep the client informed on the progress of the project and highlight risks and issues that may impact the completion of the tasks.
- Worked with the Client to address issues and concerns to enable the completion of the tasks in a timely manner.

Educational Background including College Degrees and Institution Name(s) and Location(s)

- MBA in Telecom Management, University of Dallas at Irving, Texas
- BS in Computer Science, University of Illinois at Chicago, Illinois

Significant Certifications, Relevant Training and Honors

- 4 US Patents: 6,874,099; 6,799,147; 8,108,349; and 8,185,501
- Certified Information Systems Security Professional (CISSP) certification - February 2017; Bootcamp completed
- Certified Information Security Manager (CISM); Bootcamp completed

Figure 5-5. Resume: Nick Jivani.

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3.0 Collaboration

Instructions: Provide evidence that the Vendor's proposed team (including subcontractor(s), if proposed) has a proven track record of successfully collaborating in a similar environment to the environment outlined in the RFP. This should include experiences working with a team to improve maintenance and operations efficiency and effectiveness. Describe how the Vendor (including subcontractor(s)) will ensure that the proposed team will achieve the required team dynamics.

Our Approach

Deloitte's "one-team" approach, which we have successfully used on multiple social services projects, is designed to foster a strong sense of collaboration, open communication, and trust to the project partnership.

Through our Public Sector IT Training Initiative, we have standardized our training and methods across our public sector practice. This standardization enables us to confidently staff our public sector practitioners, knowing that they will be able to make meaningful contributions to our clients without a lengthy onboarding process; allowing us to staff our projects quickly without making any sacrifices in quality.

Our personnel are directly integrated into the DHS organization at various levels to encourage informed and sound decision-making, bringing expertise, advice, and solutions to work through the issues and decisions we will encounter on this project.

Successful Collaboration

Deloitte also has a history of successfully collaborating with external vendors and organizations that impact our client's services and systems. Throughout our 25+ year history, we have successfully worked with numerous State agencies and other contractors.

In addition, we have implemented hundreds of interfaces for our clients by collaborating with external partners and numerous stakeholders. These experiences assist us in reaching a collaborative working environment for DHS. Deloitte has successfully collaborated with:

- Centers for Medicare and Medicaid Services (CMS)
- Administration for Children and Families (ACF)
- Food and Nutrition Service (FNS)
- Social Security Administration
- U.S. Department of Labor
- MMIS vendors
- Help Desk/Call Center vendors
- IV&V vendors
- Other state agencies and trading partners

"Additionally, the [Deloitte] TIERS team has a collaborative working style that helps support the development of end-to-end business solutions across multiple business applications managed by different vendor teams."

Ann Sapp
Director, Special Projects,
Texas Health and Human Services Commission

Figure 5-6. HHS Practice Spotlight.

DHS requires a partner that promotes a close and collegial work atmosphere while meeting the objectives of this project to support the AR-DHS vision. This is facilitated by:

- Deloitte's "one-team" approach
- Having the Deloitte team located in Little Rock
- Being proactive with knowledge transfer from DHS to Deloitte

Deloitte provides staff that are physically onsite in Little Rock to support this relationship building process.

Our Deloitte Network User Group brings together our many social services clients in States throughout the US to promote knowledge sharing on the latest in social services industry and technology innovations.

Another avenue where we foster collaboration and innovation is through the Deloitte Network User Group, described in the following spotlight. Our Deloitte Network User Group brings together our many social services clients throughout the US to promote knowledge sharing on the latest in social services industry and technology innovations.

The benefits of participating in the Network User Group include invitations to national social services practice calls where Deloitte and client states discuss their approach to pressing issues such as impending healthcare reform, policy changes, knowledge collateral describing current best practices regarding how states can smoothly achieve compliance with sweeping changes, and demonstrations of groundbreaking technology solutions in the social services industry that have delivered a measurable value to states.

Deloitte Difference	What this Means to DHS
Collaborative working style	Encourage open and transparent communication between Deloitte, DHS ISS, and County stakeholders of the DHS M&O Project
	Clear definitions of roles and responsibilities between the DHS ISS, Team Deloitte, the County representatives, and the incumbent contractor
	Project execution that quickly results in enhanced customer satisfaction
	Critical tasks are not compromised and sufficient resources are allocated so that project priorities are balanced

Figure 5-7. Deloitte-in-Action.

Deloitte's collaborative working style is effective, efficient, and proven. Our resource pool is comprised of experienced professionals with the right technical skills and the appropriate context in Health and Human Services program policies. This provides a strong foundation to staffing the DHS M&O Project.

Collaboration activities are also formalized into the Collaboration Plan and the Knowledge Transfer and Management Plan as part of the start-up and transition planning section in *Template T-7_ISS Requirements Approach* of this RFP response.

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State of Arkansas Department of Human Services
Information Support Services
Deloitte Response to RFP #: SP-17-0006
Template T-6 - ISS Requirements Traceability Matrix

Introduction

This document captures the Requirements for the Vendor, supporting the State of Arkansas Department of Human Services application portfolio. This document should be read in conjunction with the ISS Engagement Scope section of the RFP (3.4) and the ISS Scope of Work Tasks and Deliverables section of the RFP (Section 3.6), which provides additional context. Together, these requirements and the supporting detail in the RFP and other supporting documents should be used to create cost and schedule proposals for the ongoing support of DHS' applications.

The M&O Requirements document contains the following sections:
1) Instructions
2) Defined Acronyms
3) Service Desk Incident Priority
4) ISS Requirements - Tabs O1 to O9

Within the ISS Requirements, the requirements are categorized by area as detailed below. Each category has its own tab in this workbook.

ID	Section Title
O1	Transition Services
O2	ISS Application Maintenance and Operations Requirements
O3	Implement Enhancements
O4	Business Intelligence and Reporting Support Requirements
O5	Procure Additional Services
O6	IT Operations Support (DHS Optional)
O7	Account Management and QA
O8	M&O Turn-Over Services Requirements
O9	Service Level Requirements

State of Arkansas Department of Human Services
Information Support Services
Deloitte Response to RFP #: SP-17-0006
Template T-6 - ISS Requirements Traceability Matrix

Instructions

This workbook contains the ISS Requirements requested by DHS of the Vendor. It captures the tasks the Vendor will be responsible for performing.
The response codes below should be used by the Vendor to indicate whether it agrees to perform the requirements exactly as stated by selecting "Yes" or whether it recommends changes to the tasks being required by selecting "Clarification" and providing appropriate justification.

This Template must be completed and submitted as an Microsoft Excel file as part of the Vendor's Proposal.

Field	Definition / Instructions
Req. #	**Requirement Identification Number:** This should be used to refer to requirements in correspondence. DO NOT EDIT THIS FIELD.
Requirement	**Requirement:** The detailed description of requirement. DO NOT EDIT THIS FIELD.
Requirement Met	**Vendor response to whether the Requirement will be met by the Vendor** The Vendor will reply with a "Yes" to Indicate that the requirement, as currently written, will be met by the Vendor's Proposal without any modifications The Vendor will reply with a "Clarification" to indicate that the Vendor intends to propose a clarification and will clarify with proper justification
If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification	**Provide suggested changes to improve requirement, or comments on the Vendor's response. (Optional)** **If the Response Code is set to "Clarification" the Vendor must provide clarifying comments with appropriate justification** To provide more detail regarding the approach for meeting a Requirement, use the Requirements Approach Template (AR DHS ISS RFP Template T-7 - Requirements Approach) and provide a reference to the appropriate RFP Req. #(s) in this template.
Proposed Penalties Amount	For each Service Level Requirement in Tab O-9, provide a recommended Penalties amount per occurrence of SLR Measure Non-Compliance.

Defined Terms

Defined Term	Acronym (if used)	Description
Affordable Care Act	ACA	The Patient Protection and Affordable Care Act (PPACA) – also known as the Affordable Care Act or ACA, and generally referred to as Obamacare – is the landmark health reform legislation passed by the 111th Congress and signed into law by President Barack Obama in March 2010
Configuration Management Database	CMDB	A configuration management database (CMDB) is a repository that acts as a data warehouse for information technology (IT) installations. It holds data relating to a collection of IT assets (commonly referred to as configuration items (CI)), as well as to descriptive relationships between such assets.
Central Processing Unit	CPU	Sometimes referred to simply as the central processor, but more commonly called processor, the CPU is the brains of the computer where most calculations take place.
Design, Develop, and Implement	DDI	Phases 2, 3, and 4 of the 5 phases of the ADDIE model. Phase 1 is Analysis and phase 5 is Evaluation.
Department of Human Services	DHS	Arkansas government's principal agency for protecting the health of all citizens and providing essential human services, especially for those who are least able to help themselves.
Department of Information Systems	DIS	Department of Information Systems, the information technology solutions provider for the state of Arkansas. This Department provides services from telephony and data networking to technical consulting to the public entities that serve AR citizens.
Exchange to exchange	E2E	This is the interaction between websites and the businesses that operate them. Certain kinds of transactions called "exchanges" between websites constitute what IT professionals could call an "exchange to exchange" operation.
Extract transform load	ETL	This is the process of extraction, transformation and loading during database use, but particularly during data storage use. It includes the following sub-processes: Retrieving data from external data storage or transmission sources.
Health Insurance Portability and Accountability Act	HIPAA	A US law designed to provide privacy standards to protect patients' medical records and other health information provided to health plans, doctors, hospitals and other health care providers.

Defined Term	Acronym (if used)	Description
The Health Information Technology for Economic and Clinical Health (HITECH) Act	HITECH	The Health Information Technology for Economic and Clinical Health (HITECH) Act, enacted as part of the American Recovery and Reinvestment Act of 2009, was signed into law on February 17, 2009, to promote the adoption and meaningful use of health information technology.
Internal Revenue Service	IRS	Internal Revenue Service
Internet Service Provider	ISP	This is a company that provides individuals and other companies access to the Internet and other related services such as Web site building and virtual hosting.
Maintenance and Operation	M&O	Maintenance and operations (M&O) involves preventive maintenance, troubleshooting and fixing operational issues, as well as day to day operations for the ISS service.
National Institute of Standards & Technology	NIST	An organization that provide system and service standards in order to design and measure performance.
Root cause analysis	RCA	This is a method of problem solving used for identifying the root causes of faults or problems.
Request for Information	RFI	
Request for Proposal	RFP	
Recovery Time Objective	RTO	The recovery time objective (RTO) is the targeted duration of time and a service level within which a business process must be restored after a disaster (or disruption) in order to avoid unacceptable consequences associated with a break in business continuity.
Service Level Agreement	SLA	A service-level agreement (SLA) is a part of a standardized service contract where a service is formally defined. Particular aspects of the service – scope, quality, responsibilities – are agreed between the service provider and the service user.
Service Level Requirements	SLR	A Service Level Requirement (SLR) is a broad statement describing service expectations. These are minimum requirements.
Statement of Work	SOW	The Statement of Work (SOW) is detailed in Section 3 of the RFP for this work.
Wide Area Network	WAN	Intended to mean the network within DHS supporting ISS

Incident Priority for Service Desk

This grid below establishes the criteria which establish the criticality of Incidents. This should be referenced while responding to the Incident Resolution SLA on the Service Level Agreement Tab (O9 SLRs)

Urgency	Impact			
	State-Wide	Location	Multiple Users*	Single User
A full outage of multiple services or all services and/or noncompliance with regulations	Critical	Critical	High	High
An issue completely affecting a service, no workaround available	Critical	High	High	Medium
An issue affecting a service; workaround is available	High	Medium	Medium	Medium
An issue that has no impact to the availability of the affected service; redundancy is available	Medium	Low	Low	Low

*For the purposes of service request priority, multiple users is defined as more than five (5)

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Transition Services

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
Transition Planning			
O1.1	Evaluate the current technical environment and in process projects to understand all activities required to ensure a seamless transition of M&O responsibilities from the incumbent vendor to the Vendor	Yes	
O1.2	Understand the State of Arkansas' current M&O processes to understand what effort is required to integrate with these processes	Yes	
O1.3	Understand the current support tools (e.g. document management, Help Desk ticketing, performance management, monitoring tools) to understand the effort required to transition ownership of these tools and documentation to the Vendor	Yes	
O1.4	Understand the State of Arkansas' M&O activities (including M&O process development) and identify what the Vendor must do to integrate with these activities and processes	Yes	
O1.5	Analyze staffing requirements (including a facilities requirement) to onboard and train staff required to provide M&O activities and support the activities required to transition M&O activities from the incumbent vendor to the Vendor	Yes	
O1.6	Develop a Transition Plan (as outlined in the SOW) which captures all activities required to seamlessly transition ISS activities from the incumbent vendor including but not limited to: a. Documentation of the Vendor's proposed target state including: i. Proposed Vendor staff ii. Roles and responsibilities of all partners related to the ISS applications support and operations iii. Proposed list of activities and processes to support the activities iv. Acquisition, transition and need for tools b. Training plans to ensure staff gain the required knowledge outlining the technical resources and requisite knowledge, skills and experiences required to transition ISS activities c. Plan for developing the Assessment Report (Deliverable ISS-3) capturing opportunities for improvements d. Approvals for plans by DHS and commitment to supply resources e. Staffing of target organizations and ongoing support through the duration of the Contract f. Inventory and plan for all hardware and software, documentation, supplies, facilities and other resources within the Contract g. Plan for migrating all required documentation to the Vendor h. Plan to transition all applicable development tools, processes and procedures and management tools (e.g., security management, systems management) i. Measureable progress milestones/check-points so DHS can quantify the transition risk j. Assumed level of support required from DHS and the incumbent vendor k. Readiness Checklist which captures all activities that must be completed prior to completing the transition of ISS activities from the incumbent vendor, grouped by service to allow for incremental transition	Yes	

Transition Services

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
Transition Services			
O1.7	Update/develop ISS applications maintenance and operations documentation (e.g. contact information, updated procedures and responsibilities for the Vendor)	Yes	
O1.8	Update, develop and document plan for maintaining all relevant ISS Applications M&O process documentation (e.g. operations procedures)	Yes	
O1.9	Develop and document approach to engagement reporting including status reporting, SLR Performance reporting, project status reporting and reporting mechanisms	Yes	
O1.10	Perform training and other related activities required to seamlessly transition ISS Applications and projects from the incumbent vendor to the Vendor	Yes	
O1.11	Develop weekly transition status reports highlighting progress against plan and milestones; the report shall address risk, issues and tracks progress against the Transition Check List (as outlined in the SOW)	Yes	
O1.12	Develop Assessment Report (as outlined in the SOW) and capture M&O improvement opportunities	Yes	
O1.13	Develop a risk assessment, contingency plan and facilitate go/no-go meetings with the incumbent vendor and DHS to display proof that the Vendor has completed all tasks required to transition M&O tasks (or part of the M&O tasks) from the incumbent vendor to the Vendor	Yes	
O1.14	Lead cut-over of M&O activities from the incumbent vendor to the Vendor	Yes	
Post Cut-Over Activities			
O1.15	Actively report any and all post cut-over issues/challenges to DHS so DHS and the incumbent vendor can work with the Vendor to expeditiously resolve issues	Yes	
O1.16	Coordinate with the incumbent vendor to ensure issues are addressed in a timely manner	Yes	
O1.17	Work with DHS and the incumbent vendor to implement agreed upon recommendations	Yes	
O1.18	Remediate and fix any issues which arise from the transition	Yes	

ISS Application Maintenance and Operations Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
This section captures the activities the Vendor needs to perform to support the ISS Applications. Additional details regarding the roles being performed by the Vendor are captured in Section 3.4.1 of the RFP. These requirements are written assuming DIS is administering the IT Operational processes for the entire State. If the IT Operational Process Support scope (optional) is procured by DHS, the Vendor will be performing these roles.			
O2.1	Collaborate with DIS to integrate the Vendor's operational activities into DIS' standard processes and continuously identify opportunities to improve the processes	Yes	
O2.2	Develop service requests whenever the Vendor requires changes to the infrastructure provided by DIS	Yes	
Capacity Management			
O2.3	Collaborate with DHS to understand any business trends which could impact systems' capacity requirements, analyze historical trends and provide capacity forecast	Yes	
O2.4	Participate in and adhere to DIS' capacity planning processes	Yes	
Change/Release Management			
O2.5	Identify and submit any ISS Application changes in compliance with DIS' Change/Release Management process	Yes	
O2.6	Adhere to DIS' change/release processes	Yes	
O2.7	Provide required scripts and documentation regarding each ISS Application change/release	Yes	
Software Configuration Management			
O2.8	Maintain ISS Application software configuration in the DIS configuration management tool	Yes	
O2.9	Capture any ISS Application software configuration changes included in any change request	Yes	
O2.10	Ensure up-to-date and accurate ISS Application configurations are captured in the configuration management tools; any errors should be reported to DHS immediately	Yes	
O2.11	Maintain an inventory of all applications in the DHS environment (including all attributes captured on the application inventory provided in the procurement library)	Yes	
Disaster Recovery			
O2.12	Participate in and complete all ISS Application related disaster recovery activities outlined in the Disaster Recovery Plan	Yes	
O2.13	Participate in disaster recovery planning including developing/updating the disaster recovery plan, identifying required changes in the disaster recovery plan (e.g. a change in contact information)	Yes	

ISS Application Maintenance and Operations Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
O2.14	Participate in and provide support for the disaster recovery testing including, but not limited to: a. Plan and schedule disaster recovery testing b. Recovery of the ISS Application c. Recover data and storage according to RTO requirements d. Assist with/resolve remediation of recovery issues e. Establish WAN connectivity from data center to the State/DHS WAN	Yes	
O2.15	Identify appropriate resources to support DHS' disaster recovery planning, testing and execution	Yes	
O2.16	Perform tasks outlined in the Disaster Recovery Plan in the event DHS initiates a disaster	Yes	
Help Desk and Incident Management (Level 2/3)			
O2.17	Maintain Level 2 / 3 ISS Application support escalation procedures	Yes	
O2.18	Provide Level 2 / 3 ISS Application Solution expertise and involvement for incident resolution	Yes	
O2.19	Log updates into the ticket tracking system in a timely manner in alignment with the DHS' processes, polices and procedures	Yes	
O2.20	Periodically review the status of open incidents and related problems and the progress being made in addressing problems related to the ISS Applications	Yes	
O2.21	Conduct/participate in incident and problem management review sessions and provide status and problem impact categorization	Yes	
Problem Management Services and Root Cause Analysis			
O2.22	Provide expertise and be an active participant in the process to address the root cause of critical problems as required by DHS (e.g. participate in "all hands on deck" meetings until a permanent fix to the incident is developed)	Yes	
O2.23	Develop/maintain procedures for performing Root Cause Analysis (RCA) that meet requirements and adhere to defined policies	Yes	
O2.24	Conduct proactive trend analysis to identify recurring incidents	Yes	
O2.25	Track and report recurring incidents or failures and provide associated consequences of repeating incidents if there is a business impact to DHS	Yes	
O2.26	Recommend solutions to address recurring incidents or failures	Yes	
O2.27	Provide status report detailing the root cause of and work around procedure for correcting recurring incidents until closure through a permanent fix as determined by DHS	Yes	

ISS Application Maintenance and Operations Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
Security Administration			
O2.28	Establish/maintain access profiles and policies for adding, changing, enabling/disabling and deleting Log-On access for DHS employees, agents and subcontractors	Yes	
O2.29	Maintain/update ISS Application security plan based on The State of Arkansas and Federal application security requirements, standards, procedures, policies which includes, but is not limited to, procedures for security monitoring and log management functions, ISS Application vulnerability management	Yes	
O2.30	Maintain physical and logical security plans consistent with DHS' security policies and industry standards	Yes	
O2.31	Review all security patches relevant to the environment and classify the need and speed in which the security patches should be installed as defined by security policies	Yes	
O2.32	Support DHS in performing security related activities such as report development, controls documentation, HIPAA compliance activities, IRS 1075 compliance activities, performing security audits, etc.	Yes	
O2.33	Maintain all documentation required for ISS Application security audits and internal control and control testing	Yes	
O2.34	Support the placement of systems with particularly sensitive data in controlled access areas. Only end-users with authorized access permission will be allowed to enter these areas (e.g., read access in logs, write access in some folders, etc.).	Yes	
O2.35	Provide a documented set of controls that is used to ensure the protection of data and security information among customer applications	Yes	
O2.36	Ensure all ISS Applications and tools provide adequate protection of data that is covered by regulatory or other compliance requirements — for example, those of the U.S. HIPAA, IRS 1075,	Yes	
O2.37	Provide documented procedures to ensure background checks are performed on personnel with administrative or other privileged access to servers, applications or customer data	Yes	
O2.38	Develop/maintain documented procedures for super user privilege management and database activity monitoring controls or the equivalent to detect inappropriate behavior by personnel with administrative access	Yes	
O2.39	Report any security violations to DHS per DHS policies	Yes	

ISS Application Maintenance and Operations Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
User Account Management			
O2.40	Develop/document/manage and maintain ISS Application user account maintenance procedures including, but not limited to: a. Configuration of new users, roles and responsibilities, credentials, etc. b. Users Refresh / Change / Updates c. Users Deletion	Yes	
O2.41	Provide assistance to DHS, as required, in administering ISS Application user accounts	Yes	
Break Fix			
O2.42	Design, build and test application fixes	Yes	
O2.43	Address failures that cause crashes, hang-ups, data loss or corruption, erroneous results or any other ISS Application related issues which impact the business' ability to perform their work (excluding warranty fixes and design issues, which are addressed elsewhere)	Yes	
Tool Usage			
O2.44	Support, maintain and leverage all tools included on the list of applications. DHS' preference is to continue using the same tools, however, is open to changing tools if the ISS Vendor can justify the migration.	Yes	
O2.45	Identify the tools currently implemented which the Vendor will need to support (if not on the list of applications) and/or leverage: - call tracking - defect/requirements tracking - asset management - change management - deployment automation - code versioning - documentation repository (e.g. SharePoint) - batch job scheduling - documentation and presentation (e.g. MS Office) Additional requirements may need to be added to the ISS Application M&O and IT Operations support once these are understood and confirmed	Yes	
Application Operations Support			
O2.46	Maintain/enhance procedures for performing ISS Application specific administration that meet requirements and adhere to defined policies	Yes	
O2.47	Prepare pre-production release software for production and pre-production testing	Yes	
O2.48	Continually monitor data quality and identify opportunities for improvement	Yes	

ISS Application Maintenance and Operations Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
System Performance/Monitoring			
O2.49	Maintain/enhance monitoring policies, procedures and standards for the ISS Applications including, but not limited to: a. Monitoring of buffers, database buffers, table space fragmentation, database space, unusual growth and propose solution in case of alert b. Monitoring of System logs, update error, database corruption, jobs, and propose solution in case of alert c. Monitoring of transaction and trace logs, network event logs and traces, garbage collector, memory and CPU utilization, indexes, etc., and propose a solution in case of an alert or resource issues d. Monitoring of middleware (e.g., workflows, in- and out-bound queues) and report to DHS according to agreed procedure e. Monitoring of E2E transaction response time to allow measurements against SLAs f. Monitoring of interfaces and batch and job scheduling	Yes	
O2.50	Perform ISS Applications related database administration tasks	Yes	
M&O Improvements			
O2.51	Continually identify, and where appropriate, implement M&O improvement opportunities such as: a. Improving or automating support processes b. Removing "dead code" c. Identifying opportunities to retire legacy systems d. Improving the quality of developed code e. Proactive elimination of recurring problems f. Improve performance management g. Improve capacity management	Yes	

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Implement Enhancement Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
This section captures the activities the Vendor needs to perform to modify and/or enhance any ISS Application.			
O3.1	Maintain log of all (active and historical) requests	Yes	
O3.2	Support the annual planning for technology refresh in compliance with software vendor licensing and specifications and upgrades	Yes	
O3.3	Attend request prioritization setting sessions	Yes	
O3.4	Produce estimates based on DHS' scope definition document and software sizing methods such as Function Point Analysis	Yes	
O3.5	Collaborate with DHS to clarify any ambiguous requirements and/or to collect more information required to produce a proposal for a specific scoping document	Yes	
O3.6	Leverage an industry standard cost estimation model (which can be validated by a third party) to develop the cost proposal for each requested scope document	Yes	
O3.7	When requested, provide architectural design approach and cost estimation documentation and justification to DHS and receive approval prior to commencing DDI activities on any scoping	Yes	
O3.8	Provide proposals which capture the projects scope, schedule, budget (including DHS resources), testing plan, staffing plan, infrastructure impact training plans and milestones/deliverables and a release check-list	Yes	
O3.9	Create conceptual and functional specifications	Yes	
O3.10	Create design documents including architecture, security and technical design	Yes	
O3.11	Provide infrastructure requirements to DIS in DIS' required format	Yes	
O3.12	Develop application changes including configuration changes/modifications and custom development	Yes	
O3.13	Conduct walk-through review of configuration change/modification/development	Yes	
O3.14	Program, compile and document configuration changes/modifications/new code developed	Yes	
O3.15	Develop integration strategy (with external applications) and provide functional specifications for any development required on external system	Yes	
O3.16	Perform testing outlined in the proposal (e.g. unit testing, integration testing, regression testing) on all changes	Yes	
O3.17	Manage User Acceptance Testing test cycle	Yes	
O3.18	Update user documentation and training materials	Yes	
O3.19	Update all related technical architecture and design documentation	Yes	
O3.20	Update existing user/training documentation	Yes	
O3.21	Create new user/training documentation for enhancements	Yes	
O3.22	Maintain overall accountability for management of technical/System documentation	Yes	

Implement Enhancement Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
O3.23	Maintain existing technical/System documentation as required to reflect System changes and/or to enhance or improve quality of documentation	Yes	
O3.24	Establish coding standards and ensure all project teams conform to these standards. The process for enforcing coding standards must: a. Include validations to ensure that code comments and in-line code documentation is properly implemented b. Utilize a combination of code peer reviews, custom tools and third-party tools including open source tools c. Include the production of reports demonstrating code standards enforcement and coverage across code base d. Include specific processes to ensure code reusability and enforcement of code reusability standards e. Include support for the DHS quality assurance team to perform periodic or random audits and code reviews	Yes	
O3.25	Continually identify and implement software development process improvement opportunities such as: a. Implementing automated regression testing, performance testing, etc. b. Implementing tools c. Enhancements to methodology d. Secure coding standards	Yes	

Business Intelligence and Reporting Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
O4.1	Maintain a log of all requests from State of Arkansas users to enhance their access to the information in DHS' systems. This includes extracts, reports, analytical tools, as well as broad new BI requirements.	Yes	
O4.2	Analyze the business users' requests to gain a high level understanding of requirements and costs	Yes	
O4.3	Coordinate with DHS to prioritize requests	Yes	
O4.4	Work with requestor to fully understand their business need	Yes	
O4.5	Leverage multiple techniques to ensure their business needs are fully understood and addressed including, but not limited to: a. Developing mock-ups b. Developing proof of concepts c. Providing training/demos d. Leveraging an "agile-like" approach to development	Yes	
O4.6	Ensure all reports are tested and pulling accurate data prior to migrating to production	Yes	
O4.7	Provide documentation to the end users which captures the exact definition of the data included in each report and simple end-user user guide/training materials.	Yes	
O4.8	Document the specifics of the data being included in the report/analytic tool (e.g. meta data describing the definition, source of data or any formulas or calculations)	Yes	
O4.9	Provide ongoing training to end-users until proficient	Yes	
O4.10	Refresh the report/tool as required (e.g. monthly reports must be updated monthly)	Yes	
O4.11	Provide super user support (as usability questions focused on the report) after the report/tool goes into production	Yes	
O4.12	Maintain an inventory of all reports that have been developed/produced and track usage of each report	Yes	
O4.13	Find opportunities to streamline reports provided including identifying opportunities to consolidate reports	Yes	
O4.14	Develop and maintain programs and interfaces (ETL) for extracting data from systems of records	Yes	
O4.15	Maintain and document data warehouse/data mart schemas and tables	Yes	
O4.16	Maintain data warehouse data dictionaries	Yes	

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Additional Services Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
This section captures the activities the Vendor needs to perform in procuring additional services for DHS.			
O5.1	Collaborate with DHS to refine their request for services. Their request for services could include a simple scope of work, required skillset/qualifications or a high level set of requirements (service or functional)	Yes	
O5.2	Within agreed upon turn around time evaluate staffing alternatives, both internal staff and sub-contractors to identify multiple viable options	Yes	
O5.3	If requested by DHS, perform a market survey and/or Request for Information (RFI) to identify additional vendors who could address the scope of work	Yes	
O5.4	If requested by DHS, obtain bids from outside vendors and evaluate bids through a transparent and competitive process which includes DHS' input, as requested	Yes	
O5.5	Coordinate proposed staffing developing/providing supporting documentation required (e.g. statement of work defining deliverables, deliverables, payment milestones etc.)	Yes	
O5.6	Support DHS in evaluating staffing alternatives as required (e.g. coordinate interviews, provide reference information)	Yes	
O5.7	Responsible for performance of the agreed upon staff/team and meeting any SLAs/deliverables agreed to in the Request for Services	Yes	
O5.8	Perform all contract administration tasks for any efforts that result from a Request for Additional Services, including, but not limited to: a. Ensure all deliverables/timesheets are approved on schedule b. Coordinate all invoicing for any additional services requirements payments, whether deliverable based or time and material based c. Ensure all staff adhere to all terms and conditions captured in the contract	Yes	
O5.9	If requested by DHS, remove any staff associated with Additional Services Work Efforts	Yes	
O5.10	Responsible for the quality of the solution resulting from any work performed against a request for additional services	Yes	
O5.11	Ensure any activities performed as a part of a Additional Services work effort align with and follow DHS policies and processes and align with all standards (e.g. coding standards)	Yes	
O5.12	Responsible for the end-to-end integration and performance of any resulting software that is implemented as part of an Additional Service work effort	Yes	
O5.13	Responsible that any Additional Service Work Effort results in full documentation prior to the close out of the Work Effort	Yes	

Additional Services Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
O5.14	While the state is requesting maintenance and operations for existing applications as well as business intelligence products, there is also interest in developing new services with an agile delivery approach. The Vendor is encouraged to explore agile services that may qualify as above base line work, as and when desired by the state. For additional requirements that are not yet determined, at the State's discretion, the Vendor will work with the State to define requirements and will submit a not to exceed bid that will incorporate an Agile framework for the tasks to be performed	Yes	

IT Operations Support Requirements (DHS Optional)

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
This section captures the activities the Vendor needs to perform in providing support for IT operations. There are three areas of support DHS may procure - support, maintain and operate M&O processes, Help Desk Services and Application Operations Services. The requirements are group by these three areas.			
Help Desk Services			
O6.1	Staff and manage the DHS Help Desk which serves as a single point of contact for all DHS employees to submit system issues	Yes	
O6.2	Provide the capabilities for DHS employees to contact the help desk through multiple channels including, but not limited to, email and phone	Yes	
O6.3	Develop, manage and maintain knowledge base to improve self-service and help desk's capabilities to address user questions	Yes	
O6.4	Answer all calls/emails received by the help desk (e.g. assist with password, user ID resets)	Yes	
O6.5	Log all calls into the ticket tracking system	Yes	
O6.6	Resolve as many calls as possible within the help desk	Yes	
O6.7	Triage, manage, track and report problems that users experience with desktop applications, infrastructure, hardware and software	Yes	
O6.8	Escalate tickets to Level 2/3 support when additional application knowledge is required; manage, track and report tickets through the process	Yes	
O6.9	Provide ongoing communication to end-user as to the status of issue and resolution	Yes	
O6.10	Maintain DHS' incident and problem polices, procedures, and standards	Yes	
O6.11	Manage, maintain and support current ticket tracking system for all support inquiries received related to the DHS Enterprise Platform and to support changes to the support processes	Yes	
O6.12	Provide all vendors sharing providing support for DHS' systems with access to DHS' Incident and Problem Management tracking system to allow for incident and related problem updates, monitoring and ad hoc reporting	Yes	
O6.13	Oversee the entire incident/problem lifecycle including detection, diagnosis, status reporting, repair and recovery	Yes	
O6.14	Coordinate system incident management reporting, tracking, escalation and resolution activities with the end user and the business	Yes	
O6.15	Manage/oversee efficient workflow of incidents including the involvement of third party providers (e.g., public carriers, ISP)	Yes	

IT Operations Support Requirements (DHS Optional)

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
Support, Maintain and Operate Enterprise IT Processes			
Capacity Management			
O6.16	Develop/maintain and administer comprehensive DHS Capacity Management process, including, but not limited to: a. Developing capacity forecasts based on forecasted usage (e.g. adding users, adding functionality) b. Monitoring IT resources (e.g. applications, OS, servers, database, network, disks, desktops and laptops) usage to enable proactive identification of capacity and performance issues and recommend changes c. Identify areas where capacity levels can be increased while decreasing operating costs by changing the architecture/design d. Implement tools that allow for capacity monitoring/trending	Yes	
O6.17	Provide capacity projections report for all DHS applications as required by DHS	Yes	
O6.18	Provide utilization and capacity reporting	Yes	
Change and Release Management			
O6.19	Develop/maintain/enhance and administer change and release management processes, procedures and standards to be followed to by all of DHS' applications	Yes	
O6.20	Maintain standard procedures and methods for each type of change including application services, interfaces, hardware, operating systems, databases, storage, network, batch schedule changes, etc.	Yes	
O6.21	Oversee, execute, manage and maintain overall accountability for DHS system change and release management processes	Yes	
O6.22	Develop and maintain a schedule of planned changes and provide to DHS for review as required	Yes	
O6.23	Manage and maintain the processes and procedures for production deployment (including roll-back planning)	Yes	
O6.24	For each release, ensure the change request has developed a business contingency/back out plan	Yes	

IT Operations Support Requirements (DHS Optional)

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
O6.25	Ensure all DHS vendors comply with change/release management policies and procedures and environment configurations remain synchronized. For this requirement, the ISS Vendor will only be responsible for identifying and escalating where necessary, for any lack of alignment with policies and procedures.	Yes	
O6.26	Modify/update configuration database, asset management items, and service catalog (if applicable) to reflect any implemented changes	Yes	
O6.27	Ensure master copies of new software versions in a secured software library and update configuration databases	Yes	
Configuration Management			
O6.28	Develop/maintain/enhance configuration management processes, procedures and standards to support multiple vendors	Yes	
O6.29	Develop/maintain process, polices and procedures for tracking configuration changes	Yes	
O6.30	Maintain configuration management tool to track the configuration of the appropriate environments	Yes	
O6.31	Ensure all DHS vendors are using configuration management tools and comply with policies and procedures and environment configurations remain synchronized. For this requirement, the ISS Vendor will only be responsible for identifying and escalating where necessary, for any lack of alignment with policies and procedures.	Yes	
O6.32	Establish process for verifying the accuracy of configuration items, adherence to configuration management process and identifying process deficiencies	Yes	
O6.33	Provide DHS with configuration management reports as required and defined by DHS	Yes	

IT Operations Support Requirements (DHS Optional)

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
Incident Management			
O6.34	Log updates into the current ticket tracking system in a timely manner in alignment with the DHS' processes, polices and procedures	Yes	
O6.35	Periodically review the status of open incidents and related problems and the progress being made in addressing problems related to the ISS Applications	Yes	
O6.36	Lead incident and problem management review sessions and provide status and problem impact categorization	Yes	
O6.37	Lead process for resolving critical incidents (e.g. system outage)	Yes	
Problem Management Services and Root Cause Analysis			
O6.38	Staff and support the Problem Management role and associated responsibilities including, but not limited to: a. Receive and log incidents classified as Problems from Level 1/2 help desks b. Categorize and log problems c. Determine problem analysis approach and resolution requirements d. Identify problem characteristics and root cause e. Notify DHS Staff and third party Service Provider as required f. Monitor problems until permanent resolution g. Provide ongoing communication and reporting on the status of problem resolution h. Communicate resolution status and provide closure notification i. Provide analysis and trends of problems and report findings on a monthly basis	Yes	
O6.39	Track and report recurring incidents or failures and provide associated consequences of repeating incidents if there is a business impact to DHS	Yes	
O6.40	Track and analyze all potential modifications (e.g. problem/defects, enhancements, projects across infrastructure) for all Application DDI vendors and report to DHS for prioritization and approval to commence	Yes	

IT Operations Support Requirements (DHS Optional)

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
Security Administration			
O6.41	Establish a mechanism to ensure comprehensive and up-to-date policies and procedures to help governance activities related to access and identity management as well as information privacy and protection: a. Privacy Impact Assessment b. System Security Plan and workbook c. Information Security Risk Assessment d. Information protection governance e. Change management f. Incident Response g. NIST 8---53 R4 Compliance Matrix h. NIST 800 Controls Mapping	Yes	
O6.42	Enhance and maintain security documentation (Security Plan, Security Architecture and Access Polices and procedures, information protection governance, incident response, risk assessment, PIA, SSP and Workbook and other related security documents) to support an enterprise approach to include multiple vendors and multiple divisions	Yes	
O6.43	Develop and maintain all documentation required for security audits and internal control and control testing	Yes	
O6.44	Provide a documented set of controls that is used to ensure the separation of data and security information among customer applications	Yes	
O6.45	Provide documented procedures to perform background checks on personnel with administrative or other privileged access to servers, applications or customer data	Yes	
O6.46	Provide documented procedures and establish procedures for vulnerability management, intrusion prevention, incident response, and incident escalation and investigation	Yes	
O6.47	Provide documented identity management and help desk procedures for authenticating callers and resetting access controls, as well as for establishing and deleting accounts	Yes	
O6.48	Ensure all security controls required to meet DHS' security polices are in place and followed	Yes	
O6.49	Provide security monitoring and health checks on the dedicated and shared environment at the infrastructure level	Yes	
O6.50	Monitor security to ensure compliance to Federal security regulations and approved ISS Application plans, processes and procedures	Yes	

IT Operations Support Requirements (DHS Optional)

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
O6.51	Develop/maintain a documented process for evaluating security alerts from OS and applications vendors, shielding systems from attack until patched, and installing security patches and service packs	Yes	
O6.52	Demonstrate that the security staff average more than four (4) years' experience in information security	Yes	
O6.53	Demonstrate that more than 75% of the vendor's security staff has security industry certification, such as from the Certified Information Systems Security Professional certification program (www.isc2.org), Global Information Assurance Certification or equivalent	Yes	
User Account Management			
O6.54	Coordinate administration of security access to the DHS Enterprise Platform and dedicated functionality	Yes	
O6.55	Establish access profiles and policies for adding, changing, enabling/disabling and deleting log-on access of DHS employees, agents and subcontractors	Yes	
O6.56	Perform log-on/security-level access changes at the OS and system software levels as detailed in profiles and policies	Yes	
O6.57	Develop, document, manage and maintain user account maintenance procedures including, but not limited to: a. Configuration of new users, roles and responsibilities, credentials, etc. b. Users Refresh/Change/Updates c. Users Deletion	Yes	
Tool Usage			
O6.58	Need to identify the tools currently implemented which the Vendor will need to support (if not on the list of applications) and/or leverage: - call tracking - defect/requirements tracking - asset management - change management - deployment automation - code versioning - documentation repository (e.g. SharePoint) - batch job scheduling - documentation and presentation (e.g. MS Office) Additional requirements will need to be added to the ISS Application M&O and IT Operations support once these are understood	Yes	

IT Operations Support Requirements (DHS Optional)

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
Application Operations Support			
O6.59	Develop, document and manage the processes and procedures for Interfaces and Batch Operations Architecture	Yes	
O6.60	Define job scheduling requirements, application software interdependencies, and rerun requirements for all production jobs	Yes	
O6.61	Utilize and manage scheduling tools for automating job execution (e.g., job workflow processes interdependencies, rerun requirements, file exchange functions, and print management)	Yes	
O6.62	Maintain master job schedule and execute all batch jobs for the DHS Enterprise Program (e.g. any jobs provided by any vendor working on/with the DHS Enterprise Platform)	Yes	
O6.63	Perform job monitoring and manage resolution of any failed jobs	Yes	
O6.64	Monitor all ISS Applications as agreed to in the documented monitoring policies, procedures and standards. Identify and report ISS Application problems. This includes but is not limited to: a. Monitoring of buffers, database buffers, table space fragmentation, database space, unusual growth and propose solution in case of alert b. Monitoring of System logs, update error, database corruption, jobs, and propose solution in case of alert c. Monitoring of transaction and trace logs, network event logs and traces, garbage collector, memory and CPU utilization, indexes, etc., and propose a solution in case of an alert or resource issues d. Monitoring of middleware (e.g., workflows, in- and out-bound queues) and report to DHS according to agreed procedure e. Monitoring of E2E transaction response time to allow measurements against SLAs f. Monitoring of interfaces and batch and job scheduling	Yes	

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Account Management and Quality Assurance Requirements

(The word "Account Management" (as noted in this tab) and "Engagement Management" (as noted in RFP Main Document Section3.5) may be used interchangeably within context)

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
Account Management and Quality Assurance			
O7.1	Propose Account Management structure, planning and procedures	Yes	
O7.2	Provide team that meets all qualifications outlined in the RFP for the duration of the engagement unless explicit approval is received by DHS in writing	Yes	
O7.3	Maintain and implement Account Management structure, planning and procedures accordingly.	Yes	
O7.4	Develop a service ordering process that clearly defines how to order change or delete services	Yes	
O7.5	Provide monthly status reports capturing all elements outlined in the RFP, including but not limited to: a. Performance against SLAs b. Activities performed during reporting period c. Activities planned in the next reporting period c. Risks and Issues d. Status of any active enhancement projects against agreed upon scope, schedule and budget e. Status of any active Additional Services Work Efforts	Yes	
SLR Performance Management			
O7.6	Define and implement methods for monitoring Service Level Requirements which govern the relationships between internal and external service providers (vendors), including provisioning, time to respond to requests etc.	Yes	
O7.7	Monitor and report performance against service level requirements to DHS	Yes	
Application Quality Management			
O7.8	Participate in operations and service management quality assurance and control program process and address any findings	Yes	
O7.9	Provide hours worked by employee broken down by task as defined by DHS	Yes	
O7.10	Provide application service level reporting based on agreed upon SLR Targets	Yes	

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M&O Turn-Over Services Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
M&O Turn-Over Services			
This section includes general statements about the requirement and roles and responsibilities in case of termination of Contract or migration of the Application M&O Contract to an alternate vendor at the time the Contract expir es			
O8.1	Create a detailed Turn-Over Plan and the Disentanglement Plan that covers all activities and the efforts of all involved parties. This part of the plan should express this in time and budget requirements, action ownership and program governance.	Yes	
O8.2	Complete inventory of all assets covered by the Contract and required to provide the services	Yes	
O8.3	Ensure that the M&O Turn-Over Plan includes handing over the key assets in an agreed-to format. These assets include, but are not limited to: a. Customer and other records (including subcontractor agreements that are required to provision the services) b. Configuration information c. Databases d. Documentation e. Asset registers f. Programs g. Knowledge databases h. Fault databases i. Asset maintenance history and status j. Manuals k. Process and procedure documentation l. Any other similar items that the ISS Vendor used or produced during the course of, or for the purpose of, provisioning the services or relating to the configuration control of the services m. Source code n. Development tools and procedures o. Architecture and design documents	Yes	
O8.4	Hold briefings on the status and comprehensive nature of all items handed over	Yes	
O8.5	Complete knowledge transfer of the services to DHS or alternate service provider(s)	Yes	
O8.6	Define the means by which no interruption of the provision of the services, or reduction in service levels, will occur during the handover period, and during transfer to DHS or the new service provider	Yes	

M&O Turn-Over Services Requirements

Req. #	Requirement Description	Requirement Met	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
O8.7	Arrange for the provisioning of a physical data room into which information shall be placed, for the organization and the new service provider to inspect and make copies for removal	Yes	
O8.8	Manage the implementation of the Turn-Over Plan and the Disentanglement Plan	Yes	
O8.9	Manage regularly scheduled and ad hoc meetings, as well as other communications, to address issues that may affect how involved parties perform their responsibilities in relation to the Turn-Over Plan and/or the Disentanglement Plan	Yes	
O8.10	Arrange for the transfer of personnel, including communications, briefing and negotiation, applicable to such personnel who are required for the continuation of the involved services, and within the boundaries of applicable law	Yes	
O8.11	Develop the final handover and acceptance criteria	Yes	
O8.12	Introduce the new service provider to all relevant information and training to allow the service provider to leverage the DHS Enterprise Platform, tools and services and operate within the multi-vendor environment, as required	Yes	

Services Level Requirements

Account Management

O9-1 – Customer Satisfaction Survey - Usability		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	Customer (internal and external) satisfaction surveys provide insight into the usability of the solution	Yes	Based on an annual survey with 10 responses, $1000 for each response below 90% that has a satisfaction score lower than seven (7) out of ten (10). We recommend an annual survey of 5 DHS counterparts to the Deloitte key staff members, and 5 additional surveys from DHS/DIS leadership using an agreed to format and process.	
Target	90% of all responses must have a satisfaction score of seven (7) out of ten (10) (or equivalent) or higher (10 being the highest score)			
Measurement	(# of respondents rating their satisfaction higher than or equal to 7) / (# of respondents received)			
SLA Reporting Period	Per survey			
SLR Measurement of Non-Compliance	% of surveys below 90% rating their satisfaction lower than seven (7) out of ten (10)			

Transition Period Service Level Requirements

O9-2 – Transition Execution		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	To avoid costly extensions of existing contracts and/or operational risk, the transition activities must stay on schedule to transition ISS Applications M&O services prior to the incumbent vendor's contract expiring. This SLR will be measured against milestones defined in the Transition Plan.	Yes	Deloitte proposes a penalty in the aggregate of $100,000 to be allocated to milestones as agreed to in the final Transition Plan.	
Target	100% of all milestones are completed/approved on schedule			
Measurement	Date milestones are completed – planned date milestone is completed (captured in the Transition Plan)			
SLA Reporting Period	Per Milestone			
SLR Measurement of Non-Compliance	Per day the transition milestone is delayed			

ISS Application M&O Service Level Requirements (all applicable after 90 days of stable operations under Vendor's control)

O9-3 – Applications (Critical) Availability*		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	All ISS Applications classified with "critical" criticality must be available to all users of the System	Clarification	Deloitte proposes a penalty in the aggregate of $180,000 per year to this SLR (per RFP 3.5.2.1) as follows: $1,000 allocated per month per each of the 15 critical/core application in Table 6 that fails to meet the Target.	The definition of "Availability" requires clarification as there is no effective way to calculate/quantify the period of time the applications may have operated with an Incident (Critical, High, Medium or Low) and other SLRs establish a repair and/or response times.
Target	99.75%			
Measurement	(# of minutes of uptime during the reporting period) / (total planned uptime during the reporting period)			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Uptime percentage was below the target (per application); penalties would be multiplied if multiple applications do not meet their availability targets)			

* Availability is defined as all components of the system are running and the end users can perform all task supported by the system. This excludes network downtime and interfaces to systems not managed by the ISS Vendor

Note: planned uptime is 24X7 excluding DHS approved maintenance windows (these windows are exluded from both the "# of minutes of update during the reporting period" and "total planned uptime during the reporting period")

This SLA will apply to all new enhancements and solutions; for existing applications/solutions this will be administered starting at the end of year 1 (See 3.5.2.1)

O9-4 – Applications (Not Critical) Availability*		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	All ISS Applications classified with "non critical" criticality must be available to all users of the System	Clarification	Deloitte proposes a penalty in the aggregate of $24,000 annually for this SLR beginning the second year of performance (per RFP 3.5.2.1) as follows: $2,000 allocated per month to this SLR; based on the average availability of the non-critical applications as identified in procurement library.	The definition of "Availability" requires clarification as there is no effective way to calculate/quantify the period of time the applications may have operated with an Incident (Critical, High, Medium or Low) and other SLRs establish a repair and/or response times.
Target	95.00%			
Measurement	(# of minutes of uptime during the reporting period) / (total planned uptime during the reporting period)			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Uptime percentage was below the target (per application); penalties would be multiplied if multiple applications do not meet their availability targets)			

Services Level Requirements

* Availability is defined as all components of the system are running and the end users can perform all task supported by the system. This excludes network downtime and interfaces to systems not managed by the ISS Vendor

Note: planned uptime is 24X7 excluding DHS approved maintenance windows (these windows are exluded from both the "# of minutes of update during the reporting period" and "total planned uptime during the reporting period")

This SLA will apply to all new enhancements and solutions; for existing applications/solutions this will be administered starting at the end of year 1 (See 3.5.2.1)

O9-5– Performance - Average Response Time for Critical ISS Applications**		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column,
SLR Description/Objective	System performance must meet end-user expectations to deliver increased customer satisfaction and efficiency gains	Yes	Deloitte proposes a penalty in the aggregate of $180,000 per year to this SLR (per RFP 3.5.2.1) as follows: $1,000 allocated per month per each of the 15 critical/core application in Table 6 that fails to meet the Target. For purposes of deployment of new solutions or significant enhancements, a stabilization period for that application(s) may be appropriate and we would like to discuss that in the event selected.	
Target	99.5% of transactions complete (response time from entering command to receiving result) within 2 seconds and the remaining transactions complete with in a max response time of 5 seconds			
Measurement	(Transactions completed within required time) / (Total Transactions) by application			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Time difference between measured average response time and 2 seconds (per application); penalties would be multiplied if multiple applications do not meet their availability targets)			

** Performance measurement is the end-to-end response time from the user perspective, excluding any delays introduced by the network outside the data center
This SLA will apply to all new enhancements and solutions; for existing applications/solutions this will be administered starting at the end of year 1 (See 3.5.2.1)

O9-6 – Performance - Average Response Time for Non-Critical ISS Applications**		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column,
SLR Description/Objective	System performance must meet end-user expectations to deliver increased customer satisfaction and efficiency gains	Yes	Deloitte proposes a penalty in the aggregate of $24,000 for this SLR (per RFP 3.5.2.1) as follows: $2,000 allocated per month to this SLR; based on the average completion time of the transactions of non critical systems.	
Target	99% of transactions complete (response time from entering command to receiving result) within 3 seconds and the remaining transactions complete with in a max response time of 7 seconds			
Measurement	(Transactions completed within required time) / (Total Transactions) by application			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Time difference between measured average response time and 3 seconds (per application); penalties would be multiplied if multiple applications do not meet their availability targets)			

** Performance measurement is the end-to-end response time from the user perspective, excluding any delays introduced by the network outside the data center
This SLA will apply to all new enhancements and solutions; for existing applications/solutions this will be administered starting at the end of year 1 (See 3.5.2.1)

O9-7– Core 15 Applications M&O Cost (Applicable 12 months after the completion of the first cost benchmark on Vendor's first anniversary)		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	The total cost of M&O for the core 16 ISS Applications must compare favorably against a comparable peer group as determined by a third party benchmark, and improve annually until cost performance is within a reasonable range of best in class.	Yes	We understand that as a result of the benchmark process and as set out in RFP Section 3.5.2.2, a cost re-negotiation would occur so as to "close the gap between the Vendor's M&O costs for the 15 core applications and a range of 20% of peer cost benchmark." Given this remedy serves to calculate actual damages should the Target not be achieved, an additional penalty in this section does not appear to be applicable. In the event selected, we would like to validate our understanding of the benchmarking and cost negotiation process to confirm its operation.	
Target	The total cost of M&O for the core 16 ISS Applications must be within 20% of "peer average" costs determined by benchmarking, and be within 10% of the "top quartile" cost performance within 3 years, or alternatively, reduce costs by 10% every year until the costs are within 10% of "top quartile" cost performance.			
Measurement	Total M&O cost of core 16 applications			
SLA Reporting Period	Bi-annually, starting at the first anniversary of Vendor via third party cost and quality benchmarking			
SLR Measurement of Non-Compliance	If the cost targets are not within the desired range, DHS and Vendor will re-enter negotiations to achieve the desired range of costs compared to peers, and cost reduction goals are automatically applied on an annual basis until within the desired range of best in class cost performance.			

Services Level Requirements

O9-8 – Critical Incident Restoring of Service (break/fix)***		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column,
SLR Description/Objective	Critical incidents must be addressed quickly to minimize the business impact of the incident (critical incident is defined as any high severity application issue for which no work around is available and users cannot perform their task)	Yes	We propose an aggregate annual penalty of $22,500 yearly to be allocated. Discussion is required regarding the definition and application of this SLR including: defination of the incidents to which this is applicable (the SLR description in Column C does not appear to track the priority definitions around critical and high severity in the Incident Priority definitions/table); agreement on a methodology and tool for reporting, tracking and measuring compliance; appropriate exclusion of existing defects/issues in the applications and other events beyond our control (addressed in RFP 3.8); and, clarification/alignment with the process around approval and deployment of the corrective action/fix.	
Target	95% of high severity incidents fixed within 24 hours			
Measurement	(number of high severity incidents fixed within 24 hours) / (total number of high severity incidents)			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Per incident not fixed within 24 hours			

*** See the "Incident Priority" Tab for the prioritization criteria

O9-9 – Security Incidents Response Time		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	DHS needs to be aware of any security incidents as quickly as possible	Yes	$2000 per incident with an aggregate annual allocation of $10,000 for this SLR. Definition of what constitutes a security breach and alignment of our internal processes for identification and review of potential security incidents with the reporting obligation will be required so that commencement of the one hour reporting obligation is clearly understood and can be determined for purposes of compliance.	
Target	All of notifications completed in less than 1 hours (all notifications shall occur as soon as possible)			
Measurement	Number of incidents not reported within 1 hour			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Per incident not reported within 1 hour			

O9-10 – Documentation Updates		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	When changes are introduced to the system (e.g. new software is deployed) or processes (e.g. personnel changes involved in Disaster Recovery) the documentation (e.g. configuration management process, architecture) must be updated	Yes	We propose to allocate an aggregate of $24000 annually for this SLR. Discussion is required to reach agreement on the documentation submission and DHS review process. For example, RFP Section 3.5.7.4 allows DHS 10 business days to review and accept deliverables. If that process were applied here (which we assume it would not be), it would consume the entire 2 week period. As such an agreed to process for DHS review/comments needs to be established so as to facilitate timely review and compliance (the review process should be consistent with Section 3.8 that envisions the vendor will have the opportunity to respond to one round of comments without penalty). As part of the change process, the documentation to be updated will be identified and agreed to.	
Target	2 weeks			
Measurement	(Time the change is introduced) - (Time documentation is updated and updates approved)			
SLA Reporting Period	Per incident			
SLR Measurement of Non-Compliance	By day greater than target			

O9-11 – Response to Patches and Fixes		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	The ISS Applications leverages 3rd party software and when the vendor releases patches/fixes, the Vendor needs to apply these patches/fixes to the environment	Yes	$250 every business day beyond the due date up to 10 calendar days, not to exceed $10,000 per year. Assuming Deloitte becomes responsible for these optional services (DHS applies the patches unless the Optional services are awarded to Deloitte), Deloitte will review the third party release patch/fix to determine the feasibility of applying the patch/fix within 30 days (including alignment with the release process). Should such application not be feasible, approval will be provided by DHS to apply the patch/fix at a later date. The documentation authorizing application of the patch/fix will identify the approved release date.	
Target	Apply the patches to the production environment (aligned with DHS' release process) within 30 days of the vendor's release			
Measurement	(Date patch/fix is released to production) - (Date the vendor releases the patch/fix (unless prior approval))			
SLA Reporting Period	Per release			
SLR Measurement of Non-Compliance	Days late			

Services Level Requirements

O9-12 – Response to Patches and Fixes - Critical Security Patches		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	The ISS Applications leverages 3rd party software and when the vendor releases critical patches/fixes, the Vendor needs to quickly apply critical patches/fixes to the environment	Yes	$500 every business day beyond the due date up to 10 calendar days, not to exceed $20,000 per year. Assuming Deloitte becomes responsible for these optional services (DHS applies the patches unless the Optional services are awarded to Deloitte), Deloitte will review the third party critical security release patch/fix to determine the feasibility of applying the patch/fix within 5 days (including alignment with the release process). Should such application not be feasible, approval will be provided by DHS to apply the patch/fix at a later date. The documentation authorizing application of the patch/fix will identify the approved release date.	
Target	Apply the critical patches to the production environment (aligned with DHS' release process) within 5 days of the vendor's release			
Measurement	(Date critical patch/fix is released to production) - (Date the vendor releases the critical patch/fix (unless prior approval)			
SLA Reporting Period	Per release			
SLR Measurement of Non-Compliance	Days late			

O9-13 – Documentation Updates		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	When changes are introduced to the system (e.g. new software is deployed) or processes (e.g. personnel changes involved in Disaster Recovery) the documentation (e.g. architecture documentation, processes/procedures) must be updated	Yes	Duplicate of 09-10 - Documentation Update	
Target	2 weeks			
Measurement	(Time the change is introduced) - (Time documentation is updated and updates approved)			
SLA Reporting Period	Per incident			
SLR Measurement of Non-Compliance	By day greater than target			

Implement Enhancement Service Level Requirements

O9-14 – DHS Enhancement Request Response Time		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	After DHS decides to enhance an ISS Application the Vendor must respond in a timely manner	Yes	**$100** per working day beyond the due date up to 10 working days, not to exceed 5 proposals per month.	
Target	Proposals/responses (including requirements, cost estimate and schedule) must be received within 15 working days			
Measurement	(Time DHS requests enhancements) - (time proposal is provided to DHS), unless pre-approved by DHS due to the scope			
SLA Reporting Period	Per request			
SLR Measurement of Non-Compliance	Days greater than target			

O9-15 – Delivery of Enhancements		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	To avoid scheduling issues and potential end-user issues, all enhancements must be completed in alignment with proposed schedule	Yes	$500 per day beyond the approved quarterly release date up to 10 days, not to exceed $5,000 per quarterly release.	
Target	Enhancements deployed into production on schedule			
Measurement	(Date approved) - (planned production deployment date (captured in the proposal))			
SLA Reporting Period	per enhancement DDI effort			
SLR Measurement of Non-Compliance	per day the enhancement is deployed to production after the planned date			

Services Level Requirements

Procure Additional Services Service Level Requirements

O9-16 – Response Timeliness		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	To avoid costly delays the Vendor must provide quality staffing/team alternatives quickly	Yes	We propose an aggregate annual penalty of $15,000 for this SLR. It will be necessary to define the process via which the Additional Services (and the 10,000 annual hours) are applied (e.g., identified, requested, responded to and authorized). While we are confident we can provide qualified internal resources for most Additional Services that may be requested, we do want to confirm operation of the Background check process to the 10 day requirement. Also, given the options available to DHS under Section 3.4.4 (such as requiring Deloitte to conduct market surveys and obtain bids from potential subcontractors), we will want to confirm the process as envisioned by DHS will facilitate compliance with the 10 day requirement, including allowance for Background checks for newly identified personnel and the execution of subcontracts with new subcontractors (to protect both DHS and Deloitte Consulting and ensure subcontract compliance with DHS requirements).	
Target	Staffing/team alternatives that DHS deems qualified must be received within 10 days (unless formally agreed to by DHS)			
Measurement	(Time DHS approves additional services request) - (time alternatives are provided to DHS), unless pre-approved by DHS due to the scope			
SLA Reporting Period	per additional services request			
SLR Measurement of Non-Compliance	Days greater than target			

O9-17 – Quality of Services Provided		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	DHS expects the Vendor to identify quality staff and teams to provide the additional services. DHS will incur significant costs if the proposed staff/team do/does not have the qualifications/skills required and/or they need to change the staff/team due to quality issues	Yes	$250 for each instance where an assigned person/staff did not possess the required qualifications/skills such that replacement was required in order to deliver the subject services, not to exceed $15,000 per year. The process to provide notice, discussion, documentation and removal should be agreed to as part of the SLR. We understand that where transitions occur for reasons beyond our control (and not related to quality/skills issues), no penalties will apply.	
Target	No staff need to be replaced for the duration of the additional service request			
Measurement	Staff change required			
SLA Reporting Period	Per staff change			
SLR Measurement of Non-Compliance	# of staff changes required			

IT Operations Support Service Level Requirements (DHS Optional)

O9-18 – Service Desk Response Time - Critical Priority***		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	Critical requests must be addressed quickly to minimize the business impact of the incident	Yes	$1,250 for each reporting period where the Target was not achieved, excluding reasons beyond Deloitte Consulting's control. The SLR will require an agreed to process for notice, tracking and reporting, and will be effective once the tracking tool is provided and operational. We assume the Target hours are during business hours.	
Target	95% of requests are responded to within 2 hours			
Measurement	(number of critical requests responded to within 2 hours) / (total number of critical requests)			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Percentage of transactions below target			

** See the "Incident Priority" Tab for the prioritization criteria

O9-19 – Service Desk Response Time - High Priority***		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	High priority incidents must be addressed quickly to minimize the business impact of the incident	Yes	$1,000 for each reporting period where the Target was not achieved, excluding reasons beyond Deloitte Consulting's control. The SLR will require an agreed to process for notice, tracking and reporting, and will be effective once the tracking tool is provided and operational. We assume the Target hours are during business hours.	
Target	95% of requests are responded to within 4 hours			
Measurement	(number of high priority requests responded to within 4 hours) / (total number of high priority requests)			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Percentage of transactions below target			

** See the "Incident Priority" Tab for the prioritization criteria

Services Level Requirements

O9-20 – Service Desk Response Time - Medium Priority***		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	Medium priority incidents must be addressed quickly to minimize the business impact of the incident	Yes	$500 for each reporting period where the Target was not achieved, excluding reasons beyond Deloitte Consulting's control. The SLR will require an agreed to process for notice, tracking and reporting, and will be effective once the tracking tool is provided and operational. We assume the Target hours are during business hours.	
Target	95% of requests are responded to within 6 hours			
Measurement	(number of medium priority requests responded to within 6 hours) / (total number of high priority requests)			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Percentage of transactions below target			

*** See the "Incident Priority" Tab for the prioritization criteria

O9-21 – Service Desk Response Time - Low Priority***		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	Low priority incidents must be addressed to ensure stakeholders are aware the incident is being addressed	Yes	$500 for each reporting period where the Target was not achieved, excluding reasons beyond Deloitte Consulting's control. The SLR will require an agreed to process for notice, tracking and reporting, and will be effective once the tracking tool is provided and operational. We assume the Target hours are during business hours.	
Target	95% of requests are responded to within 24 hours			
Measurement	(number of low priority requests responded to within 24 hours) / (total number of high priority requests)			
SLA Reporting Period	Monthly			
SLR Measurement of Non-Compliance	Percentage of transactions below target			

*** See the "Incident Priority" Tab for the prioritization criteria

O9-22 – Documentation Updates		Requirement Met	Proposed Penalties	If "Clarification" is selected in "Requirement Met" Column, then clarify with proper justification
SLR Description/Objective	When changes are introduced to processes (e.g. personnel changes involved in Disaster Recovery) the documentation (e.g. configuration management process, DR Plan) must be updated	Yes	We understand the importance of updating documentation in a timely manner and have allocated an aggregate of $24,000 for this SLR. Discussion is required to reach agreement on the documentation submission and DHS review process. For example, RFP Section 3.5.7.4 allows DHS 10 business days to review and accept deliverables. If that process were applied here (which we assume it would not be), it would consume the entire 2 week period. As such an agreed to process for DHS review/comments needs to be established so as to facilitate timely review and compliance (consistent with Section 3.8 that envisions the vendor will have the opportunity to respond to one rounds of comments without penalty). As part of the change process, the documentation to be updated will be identified and agreed to.	A review and acceptance process for Documentation Updates will be agreed to so as to permit Deloitte a reasonable opportunity to prepare and submit the updated documentation and to obtain a timely review an opportunity to address comments prior to assessment of a LD. The process in RFP 3.5.7.4 provides the State with two weeks (10 working days) and thus would consume the entire time period allowed by the SLR.
Target	2 weeks			
Measurement	(Time the change is introduced) - (Time documentation is updated and updates approved)			
SLA Reporting Period	Per incident			
SLR Measurement of Non-Compliance	By day greater than target			

Template T-7

ISS Requirements Approach

Response Template

RFP #: SP-17-0006

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1.0 Approach to Transitioning ISS Applications M&O

The ISS Applications are currently in production. During the initial phase of the Vendor's engagement with DHS, the Vendor must take responsibility for the maintenance and operations of DHS from the incumbent vendor. This includes migrating the M&O of the ISS Applications and any projects that are in process and potentially transitioning elements of IT operations (e.g. Help Desk, IT process management and operations and ISS Applications operations). During this phase, the Vendor must onboard its required staff, perform all logistical activities to ensure the staff is productive (e.g. establishing an office, establishing connectivity to DHS' systems, etc.), train staff on the DHS' Applications and tools along with other activities to ensure a smooth transition from the incumbent vendor. The incumbent vendor will provide support and training to the Vendor and its team.

Instructions: Describe how the Vendor will perform the required transition responsibilities. The response should discuss the planned structure, staffing requirements (DHS, incumbent vendor and the Vendor by labor category and estimated hours), approach and the anticipated tasks required to ensure the transition occurs smoothly. For each task describe the type of resource required/skills, resourcing level/effort and include a justification for the staffing level. This is required to assist the State in understanding the vendor's approach and level of effort for the transition.

The transition of the Maintenance and Operations (M&O) of the ISS Applications, requires proven experience, aggressive schedule management, tight coordination of parallel work threads, early validation of knowledge transfer effectiveness and operational readiness, and to back it all up, the right tools and methods. Deloitte is the only team with the right experience, the right people and the right approach to work collaboratively with DHS, the ISS Applications Incumbent Vendor, Northrup Grumman, and any other ISS Application stakeholders to meet the challenge of a smooth transition from the incumbent vendor and ongoing M&O of your ISS Applications.

Our Eminence in the HHS industry

Over the past 40+ years, Deloitte has continuously served a wide array of Health and Human Service (HHS) clients with similar programs, goals and objectives as DHS. To maintain and enhance our functional and technical knowledge, internally and externally, we go to great lengths to be proactive in our learning and understanding about the challenges, direction, and trends in the HHS industry. Our vast pool of experienced HHS functional, technical, and operational specialists helps us to deliver the right team at the right time. This established legacy is why Deloitte has the right team to minimize risk during transition, maintain and operate ISS Applications and why we have been trusted in the past to transition and take over maintenance and operations of similar ISS Applications in 9 States.

Section Highlights

- A deep understanding of the HHS systems from our work in 45 States
- Experience in successfully transitioning M&O for nine (9) systems, including from the incumbent vendor in Montana
- An expansive HHS network with 2,000 highly skilled personnel to leverage subject matter advisors for short-term support or specialized operational needs

We bring our extensive Maintenance and Operations (M&O) experience with HHS systems, as well as our transition accelerators, to DHS in order to facilitate a smooth transition collectively from your incumbent vendor.

Our Proven Track-Record

Deloitte has transitioned M&O services of over 50 State HHS Applications from various incumbent vendors. Across these States, we have experience in transitioning M&O of various types of applications for different types HHS agencies, across various technology stacks and from various incumbents, including your current incumbent vendor (Northrup Grumman).

Deloitte's success in transitioning similar HHS Applications uniquely positions us as a low risk vendor for transition. For example, for the State of Montana and the State of Wyoming, we have recently successfully transitioned M&O of the incumbent vendor's Medicaid solutions to Deloitte. In Texas and Colorado, we transitioned the M&O of HHS applications for different HHS agencies including the HHS solutions similar to ISS applications such as FACTS, TEA, Medicaid and Access AR, as well as a Business Intelligence solution for the State's Department of Motor Vehicles from other vendors. In the State of Pennsylvania, we successfully transitioned multiple HHS applications including solutions for Integrated Eligibility, Child Support, Child Care & Early Childhood Education, Child Welfare, SSP, Mobile, Home Care, Long-Term Care, and the DHS's Business Intelligence solution from numerous incumbents and State agencies.

Having a diverse client experience means that we have the right experience to transition the M&O of various technology stacks, which gives us a solid foundation to transition the M&O of your ISS Applications. In most States where we have transitioned core legacy applications, we have assumed the M&O of Mainframe applications built upon technologies including COBOL and JCL on Mainframe, PowerBuilder technologies. Not only have we seamlessly transitioned applications built upon technology similar to many of your applications, we have also helped the state in modernization efforts of many of those applications.

Transition Approach

Deloitte's Transition Approach is derived from the Plan and Define; and Transition phases of Deloitte's Enterprise Value Delivery (EVD) Methodology, which means that it is built upon years of experience and lessons learned to provide the most optimized approach to transition ISS Applications.

Figure 7-1. Phases of Deloitte's Enterprise Value Delivery (EVD) Methodology.

Our Transition Approach was utilized in the successful transitions of M&O for many of our State clients, such as the State of Wyoming where we transitioned the M&O of the Wyoming Eligibility System from the incumbent vendor, Northrup Grumman, in just 3 months. Examples of the responsibilities that were transitioned from the same vendor in WY and MT using a similar Transition Approach include solution documentation, IT process management and operations and ISS Applications operations, Help Desk activities, end-user support and training, in-flight problem resolution and enhancement activities. As part of transition, we have also transferred knowledge of how to use the existing DHS IT Operations Processes tools and methodologies, such as Harvest and TFS for Source Code Management. We have prior experience with these tools and will work with DHS and the incumbent vendor to understand the details of how these tools are utilized and implemented for the ISS Applications. Deloitte will achieve this knowledge transfer with the support and training provided by the incumbent vendor.

The hallmark of our transition approach is the proven and structured methodology we have developed and improved with our prior transitions to support a smooth transition of system operations, acceleration of stabilization, and a decreased overall ramp-up time to allow stakeholders to focus on addressing strategic priorities such as operations and modernization. Our approach incorporates refined processes and lessons learned which allow us to engage in parallel work threads and thereby reduce the over-all ramp up time, tracking dependencies proactively between different tasks, using effective checkpoints to verify if the knowledge quality and effectiveness is adequate to enable seamless cutover, and reduce the overall overlap between Deloitte and your incumbent vendor.

We will structure the transition into two phases as shown in the following figure, these phases are aligned with our EVD methodology, address specific requirements from *Template T-6_ISS Requirements*, and are aligned with the deliverable requirements in the Statement of Work.

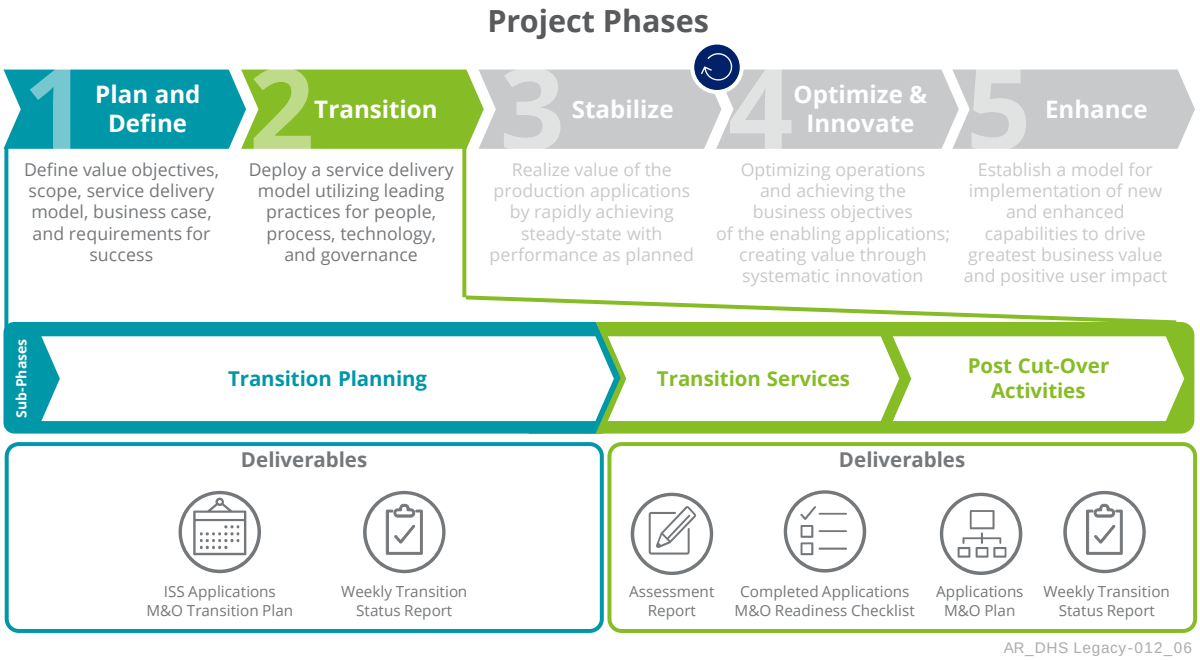


Figure 7-2. Approach to Transitioning ISS Applications.

A detailed and defined set of activities will be performed during each phase and sub-phase of the transition. The following figure is a list of activities that will be carried out in each of the phases and the corresponding requirements from *Template T-6_ISS Requirements* that will be addressed:

Phase(s)	Key Activities	T-6 - ISS Requirements Traceability
Plan and Define	Project Kick Off Capture and verify baseline "as-is" assessment for project management processes including: • Project mission, guiding principles and stakeholder priorities • Schedule Management • Quality Management • Issue Management • Communications Management • Change Management Capture and verify baseline "as-is" assessment for Project Management, User Support (Client and Customer) Determine approach for knowledge transfer, training, and job shadowing with incumbent vendor Transfer issue backlog from incumbent vendor's TRACKER to PMC if selected Perform joint root cause analysis of backlog issues with incumbent vendor Perform comparison testing in non-Production environments to confirm solution stability and hosting configurations Establish Interface Coordinator Prepare takeover communications for stakeholders Define Transition Phase milestones and exit criteria Develop, review, and approve Weekly Transition Status Report deliverables Develop, review, and approve ISS Applications M&O Transition Plan deliverable Develop, review and approve Assessment Report Deliverable Develop, review, and approve	**Transition Planning:** O1.1 - Evaluate the current technical environment and in process projects to understand all activities required to ensure a seamless transition of M&O responsibilities from the incumbent vendor to the Vendor O1.2 - Understand the State of Arkansas' current M&O processes to understand what effort is required to integrate with these processes O1.3 - Understand the current support tools (e.g. document management, Help Desk ticketing, performance management, monitoring tools) to understand the effort required to transition ownership of these tools and documentation to the Vendor O1.4 - Understand the State of Arkansas' M&O activities (including M&O process development) and identify what the Vendor must do to integrate with these activities and processes O1.5 - Analyze staffing requirements (including a facilities requirement) to onboard and train staff required to provide M&O activities and support the activities required to transition M&O activities from the incumbent vendor to the Vendor O1.6 - Develop a Transition Plan (as outlined in the SOW) which captures all activities required to seamlessly transition ISS activities from the incumbent vendor including but not limited to: a. Documentation of the Vendor's proposed target state including: i. Proposed Vendor staff ii. Roles and responsibilities of all partners related to the ISS applications support and operations iii. Proposed list of activities and processes to support the activities iv. Acquisition, transition and need for tools b. Training plans to ensure staff gain the required knowledge outlining the technical resources and requisite knowledge, skills and experiences required to transition ISS activities c. Plan for developing the Assessment Report (Deliverable ISS-3) capturing opportunities for improvements d. Approvals for plans by DHS and commitment to supply resources e. Staffing of target organizations and ongoing support through the duration of the Contract f. Inventory and plan for all hardware and software, documentation, supplies, facilities and other resources within the Contract g. Plan for migrating all required documentation to the

Phase(s)	Key Activities	T-6 - ISS Requirements Traceability
	Completed Applications Transition Readiness Checklist	Vendor h. Plan to transition all applicable development tools, processes and procedures and management tools (e.g., security management, systems management) i. Measureable progress milestones/check-points so DHS can quantify the transition risk j. Assumed level of support required from DHS and the incumbent vendor k. Readiness Checklist which captures all activities that must be completed prior to completing the transition of ISS activities from the incumbent vendor, grouped by service to allow for incremental transition
Transition	Execute knowledge transfer plan from DHS and incumbent vendor staff to Deloitte Transition ownership of ISS Applications system documentation and resolve deficiencies identified in “as-is” assessment Job shadow user support staff Job shadow batch operators Transfer software licenses as necessary from incumbent vendor to DHS Confirm appropriate personnel are available and ready to operate ISS Applications Complete readiness assessment by conducting mock readiness activities in parallel to production operations Conduct formal readiness walkthrough with DHS Develop, review, and approve Weekly Transition Status Report deliverables Develop, review and approve Assessment Report Deliverable Commence M&O activities and complete transition from incumbent vendor Facilitate Weekly Project Management status meetings	**Transition Services:** O1.7 - Update/develop ISS applications maintenance and operations documentation (e.g. contact information, updated procedures and responsibilities for the Vendor) O1.8 - Update, develop and document plan for maintaining all relevant ISS Applications M&O process documentation (e.g. operations procedures) O1.9 - Develop and document approach to engagement reporting including status reporting, SLR Performance reporting, project status reporting and reporting mechanisms O1.10 - Perform training and other related activities required to seamlessly transition ISS Applications and projects from the incumbent vendor to the Vendor O1.11 - Develop weekly transition status reports highlighting progress against plan and milestones; the report shall address risk, issues and tracks progress against the Transition Check List (as outlined in the SOW) O1.12 - Develop Assessment Report (as outlined in the SOW) and capture M&O improvement opportunities O1.13 - Develop a risk assessment, contingency plan and facilitate go/no-go meetings with the incumbent vendor and DHS to display proof that the Vendor has completed all tasks required to transition M&O tasks (or part of the M&O tasks) from the incumbent vendor to the Vendor O1.14 - Lead cut-over of M&O activities from the incumbent vendor to the Vendor **Post Cut-Over Activities:** O1.15 - Actively report any and all post cut-over issues/challenges to DHS so DHS and the incumbent vendor can work with the Vendor to expeditiously resolve issues O1.16 - Coordinate with the incumbent vendor to ensure issues are addressed in a timely manner O1.17 - Work with DHS and the incumbent vendor to implement agreed upon recommendations O1.18 - Remediate and fix any issues which arise from the transition

Figure 7-3. Transition Approach and Key Activities.

Transition Planning

Our proposed transition planning approach aligns with the requirements defined in the *Transition Services* section of *Template T-6_ISS Requirements*. The Transition Planning sub-phase will define scope, objectives, methodology and requirements of transition. This allows subsequent transition activities to be prioritized and sequenced to provide an increased level of attention to any problem areas or particularly complex tasks early during the Transition Phase.

As an initial transition planning activity, Deloitte will facilitate a kick off meeting after the scheduled project start date with DHS stakeholders to discuss the following topics:

- Key staff introductions, identification of stakeholders, and reporting responsibilities
- Project mission, guiding principles, and stakeholder priorities
- Initial project risks and mitigation strategies
- Expectations for M&O processes such as Review of the draft Transition Plan

After the kick-off meeting, the transition phase begins with an assessment of the current DHS technical environments, the planning for this assessment will allow Deloitte to better understand and service DHS on more technical topics such as code walkthroughs, configuration reviews, and architecture reviews. Along with these technical topics, we will also work with DHS and the incumbent vendor to evaluate the current M&O and enhancement projects that are currently ongoing. Our focus during the transition phase will be understanding the current M&O processes as well as the in-progress enhancements. Deloitte will plan to staff our enhancements lead during the Knowledge Transfer and Training sessions to identify opportunities for improvement and make recommendations to DHS on system functionality that can be improved with system enhancements. The “as-is” assessment will include the following topic areas: Current M&O processes, M&O activities, support tools, technical environments, and in-process projects (M&O and enhancements). Also during this sub-phase, we will baseline DHS M&O processes and tools to be used throughout the transition period and into ongoing M&O and look for areas of optimization.

For example, we recommend transitioning to the use of our Project Management Center (PMC) suite for planning and monitoring including, risks, issues, work plans, scheduling, resource allocation, time tracking and budgeting and would work with DHS to integrate the usage of this tool. We understand DHS is currently using Tracker, Quality Center and SharePoint to track and manage the Change Requests, but will work with DHS to understand the ownership of the tool, capabilities and work to identify the best solution to move forward together. Project Management Center (PMC) supports and automates the project management methodology. PMC customizes Hewlett Packard’s Project and Portfolio Management (PPM) software tool that is tuned for large-scale system implementation and transfer projects. We have successfully employed PMC on many large HHS projects and recommend it for the ISS project’s management approach. Once the Deloitte and DHS leadership identify and define the project planning structure and guidelines, the plans can be fed into the PMC tool to manage the conformance of project team members and their work to these plans. PMC is used for management of action items, change requests, issues, risks, and decisions. It comes with pre-defined and customizable dashboards, workflows, portals, and reports, providing insight into the

project's health. DHS and identified stakeholders are provided direct access to PMC so that they can monitor the progress of the project at any time, providing greater transparency of project status. Use of PMC to manage all Change requests will promote a centralized platform for managing and delivering requests.

Following is a sample Change Management dashboard from PMC.

Figure 7-4. Project Management Center (PMC).

We are open to using existing software and will adopt our processes to the selected software based on the decision made by DHS during transition planning.

In addition, our Interagency Coordinator will be established to liaise with the ISS Applications data exchange partners. It is also during this sub-phase that Deloitte will work with DHS, the incumbent vendor, and other ISS Application stakeholders including other agencies with which the ISS Applications interface to finalize the ISS Applications M&O Transition Plan.

Along with process and technology transition approach defined above, Deloitte will also work on onboarding M&O staff that will provide transitions services. With shifting roles and responsibilities, Transition can be a confusing time in the project. Our Transition approach will include clearly defined roles and responsibilities for all ISS Application transition stakeholders including DHS and the incumbent vendor. At the time of contract award, we will leverage our internal professional Real Estate Services team and Information Technology Services (ITS) organization to quickly secure a project facility, furnish the office location, and work with DHS to connect it to the DHS network so that we may kick off the ISS Project and begin our transition activities on or as soon as possible after the contract start date.

Deloitte understands that a Draft Transition Plan is to be provided during the Transition Phase of the project as per the requirements specified in in the *Transition Services* section of *Template T-6_ISS Requirements*. We will consolidate the approach and activities to meeting these requirements into one cohesive document entitled "Transition Plan" as a deliverable for submission. Our proposed Transition Plan uses a repeatable cycle of planning, baselining expectations, executing transition activities, and assessing readiness/outcomes to transition

each support thread and the associated knowledge from DHS staff and the incumbent contractor. This iterative cycle of transition activities allows for re-planning and prioritization of resources on transition threads where greater complexity exists, documentation deficiencies are identified, or external/unanticipated factors have affected knowledge transfer.

Transition Services

The Transition Services sub-phase is focused on gaining and demonstrating system knowledge to perform M&O responsibilities and baselining the system and M&O activities. To achieve these objectives, during this sub-phase we will update and develop maintenance and operations documentation; facilitate functional, operational and technical knowledge transfer and training sessions with DHS and the incumbent vendor for the ISS Applications, execute comprehensive testing activities to deepen our understanding of the complexities of the applications and uncover areas of concern, and perform self-assessments, parallel testing, and “Mock Go Live” scenarios to demonstrate our readiness for taking over the ongoing M&O of the ISS Applications. Deloitte will use the knowledge of the ISS Applications gained through these activities, combined with our extensive industry experience to update, develop and document our plan for maintaining all relevant ISS Applications M&O process documentation after the transition is complete. Also during this phase, we will work with DHS to communicate our assessment of the state of the current applications, opportunities for improvements of ISS Application M&O effectiveness and efficiency, and a roadmap of our proposed improvements to an optimized operating model in an annual Assessment Report. Following the demonstration of “Mock Go-Live”, this sub-phase will culminate with a Formal Readiness Walkthrough and a Go/No-Go meeting with DHS and the incumbent vendor to review the completed application M&O checklist. After DHS confirmation that ISS M&O is ready to transition from the incumbent vendor to Deloitte, the formal transition will be completed.

Throughout the Transition period of the project, Deloitte will maintain open communication with DHS and other Application Stakeholders via two primary methods: Weekly Transition Status Reports and Weekly Project Management Meetings. The Weekly Transition Status Report will detail ISS Application Transition progress including identification of risk areas and issues, progress against the transition checklist, and SLR performance reporting. In addition, we will review Transition Status Reports and address Transition related issues requiring escalation at our proposed Weekly Project Management Meetings. We propose that Deloitte, DHS, the Incumbent Vendor and any other ISS Application Stakeholders that are needed be involved in the Project Management Meetings so that concerns of all parties involved in ISS Application transition may be addressed. We expect that as the Transition phase completes, the weekly Project Management Meetings will continue but become focused on activities related to ongoing M&O of the ISS Applications and will include stakeholders from DHS and incumbent vendor. Towards the end of the transition period, we will work with DHS to identify the cadence of ongoing M&O meetings, identify attendees, and proposed agenda for these meetings. Deloitte believes setting the stage for M&O meetings during this phase will streamline the transition process. At the end of the transition period, we will report tracking and reporting of system performance and availability. As a part of ongoing M&O activities, we will produce annual Assessment Report to continue to monitor the new system baseline and continue to seek improvement opportunities as we work together towards the target operating model.

Training and Knowledge Transfer

We understand that with 15 Major or Core ISS Applications and approximately 185 Non-Core ISS Applications, there is a lot of ground to cover and years of functional and technical knowledge to be absorbed. Collaboration and open communication between Deloitte and DHS, as well as active participation from the incumbent vendor, is critical to a successful transition of ISS Applications. Our ISS Applications M&O Transition Plan suggests both structured and unstructured transition activities between Deloitte staff, DHS staff, and incumbent vendor staff. This combination of activities benefits resources as they experience both planned and unplanned scenarios and are able to learn from both.

Figure 7-5. Knowledge Transfer Template for Case Initiation.

Formal training activities start with a review of existing procedural and system documentation to perform an "as-is" assessment and a baseline understanding of project procedures and solution functionality including existing defects and planned enhancements. A Knowledge Transfer/Training template is documented for each process reviewed and includes a summary of our understanding, the criticality of the process to business operations, relationships to other processes, knowledge transfer complexity, monitoring processes to confirm current Production operations, and a risk assessment for the anticipated completeness of knowledge transfer based on existing documentation and availability of incumbent vendor or DHS subject matter experts. An example of this template is seen in the above figure.

In-person sessions including the incumbent vendor and DHS staff are conducted to review that baseline understanding, clarify any questions or misunderstandings, and allow for scenario-based walkthroughs. For more technical topics, code walkthroughs, configuration reviews, and architecture reviews are performed. The outcomes of these sessions are documented and updates to existing documentation are identified and pursued if necessary.

Other activities, such as job shadowing, allow teams to be a passive observer of activities performed by the incumbent vendor. These activities often result in questions for further discussion or requests for additional work products or documentation not originally provided or "tips & tricks" that are known but not currently documented. These activities are particularly beneficial for resources who perform repeatable and consistent activities, such as batch operators. Similar to the formal KT, the observations and outcomes of these additional activities are documented and incorporated into any necessary documentation updates. During the Transition Phase, the Deloitte Engagement Transition Manager will work with DHS to sequence all activities.

When embarking on procurement of this size and scope, there are always concerns, risks, issues and appropriate mitigation strategies that can be employed to lower the overall perceived risk. When considering transitioning services to a new Vendor, this imposes a new set of challenges. However, these risks can be avoided by following the steps outlined in our Transition Approach.

Based on lessons learned by our clients in Colorado and other States, one of the most common risks associated with Transition is insufficient knowledge transfer. This may not surface initially, however, it appears when the new vendor fully understands the systems and operations. As time goes on, it may become apparent that knowledge transfer was not complete as issues begin to surface. Once problems arise, it is too late: the incumbent is no longer present and issues will stress daily operations, demanding time from resources that should be focusing on optimizing the Systems' functionality and possible causing service interruption. If transition is executed in the right fashion, it may lead to potential downtime for the system, which can ultimately lead to untimely service delivery to Clients. This is why in States like Wyoming, Colorado and California, among others, where we have transitioned M&O from the States' incumbent vendor, through our rigorous knowledge transfer process we include combinations of document review, formal training sessions, code walkthroughs and other technical reviews, testing, job shadowing, and assessments for our incoming team. Rest assured, we put ourselves to high standards that promotes genuine knowledge transfer of your ISS Applications so that you are set up for ongoing success.

Based on lessons learned by our clients in Colorado and other States, we know that this can be a major concern around changing Vendors. This may not surface initially, however, it appears when the new vendor fully understands the systems and operations. As time goes on, it may become apparent that knowledge transfer was not complete as issues begin to surface. Once problems arise, it is too late: the incumbent is no longer present and issues will stress daily operations, demanding time from resources that should be focusing on optimizing the Systems' functionality and possible causing service interruption. If transition is not executed in the right fashion, it may lead to potential downtime for the system, which can ultimately lead to untimely service delivery to Clients. This is why in States like Wyoming, Colorado and California, among others, where we have transitioned M&O from the States' incumbent vendor, through our rigorous knowledge transfer process we include combinations of document review, formal training sessions, code walkthroughs and other technical reviews, testing, job shadowing, and assessments for our incoming team. Rest assured, we put ourselves to high standards that promotes genuine knowledge transfer of your ISS Applications so that you are set up for ongoing success. The benefits of moving toward another Vendor, with new ideas and points of view greatly outweigh the concerns of a transition.

One of the key strategies of a robust transition process is documenting what you hear, playing it back and authenticating that documentation through mock "day in life" sessions. Our approach is scenario based. We must understand, during the transition process, what events might occur, that has the potential of causing an incident in the production or lower environments, what the steps are to follow—if and when the incidents happen—and how to resolve them.

One more critical dimension of Deloitte's approach is preparing validation steps and programs to catch issues, before they have happened. These are pre-validation steps that are effective to

enable that data moving across systems and neither stuck nor garbage, and do not delay critical business processes. If these steps do not exist in the incumbent vendor processes, we will start documenting the requirements during transition phase, and a plan to get the control lists, processes and programs completed.

Knowledge Transfer Sessions

The following figure details the number and type of knowledge transfer sessions that we anticipate will be required for transition of the ISS Project. Also included are the stakeholders that would be required in the knowledge transfer sessions and a rough weekly schedule starting after contract start date. Proposed knowledge transfer session dates are captured in the Work Plan included in *Template T-8_Work Plan*. To facilitate a speedy transition, the schedule assumes sessions across different Core or Major ISS applications, for example ACES and FACTS, and across functional and operational, and technical tracks may be able to overlap to some extent. Functional and operational knowledge transfer sessions will be primarily focused on learning DHS specific system policy and functionality, understanding solution documentation, and outstanding and in-flight break-fixes and enhancements, and activities related to performing and activities related to ongoing operation of the ISS Application such as batch execution. We will also evaluate current baseline (BL) and current above the baseline (ABL) activities, our staffing and identify applications that are currently maintained ABL which needs to be moved to over to proposed BL M&O activities band update within the Applications M&O Plan deliverable.

Technical knowledge transfer sections will be focused on understanding solution understanding and gaining hardware and software knowledge required to maintain, patch management, upgrade and backup. Prior to entering Knowledge Transfer sessions, Deloitte will review related system documentation so that the Knowledge Transfer session can be focused on system demonstrations, and answering questions rather than basics. The proposed number and schedule of sessions are based on the number of sessions we have needed our past experience in transitioning similar applications, and our understanding of the complexity (e.g. lines of code) of your ISS Applications. The types, number and schedule of knowledge transfer sessions will be confirmed during Transition Planning Sub-Phase to factor in availability of DHS, Incumbent Vendor and other ISS Application Stakeholders staff.

Subject Area	Type and Estimated Number of Knowledge Transfer Sessions	Stakeholders Involved	Schedule
Understand existing DHS IT Operations Processes	Change and Release and Configuration Management – 1 session Capacity and Performance Management – 1 session Disaster Recovery and Incident Management – 1 session Problem Management and Root Cause Analysis – 1 session	Deloitte DHS Incumbent Vendor	Week 1
Arkansas Client Eligibility System (ACES)	Functional and Operational – 3 sessions Technical – 2 sessions	Deloitte DHS Incumbent Vendor	Week 1

Subject Area	Type and Estimated Number of Knowledge Transfer Sessions	Stakeholders Involved	Schedule
Special Nutrition Assistance Program (FACTS System)	Functional and Operational – 3 sessions Technical – 2 sessions	Deloitte DHS Incumbent Vendor	Week 2
Electronic Benefits Transfer (EBT)	Functional and Operational – 3 sessions Technical – 2 sessions	Deloitte DHS Incumbent Vendor	Week 2
Work Incentive Service Eligibility (WISE) System	Functional and Operational – 3 sessions Technical – 2 sessions	Deloitte DHS Incumbent Vendor	Week 3
Development Disability Services (DDS)	Functional and Operational – 3 sessions Technical – 2 sessions	Deloitte DHS Incumbent Vendor	Week 3
Arkansas Networked System for Welfare, Eligibility, and Reporting (ANSWER)	Functional and Operational – 3 sessions Technical – 2 sessions	Deloitte DHS Incumbent Vendor	Week 4
Access Arkansas	Functional and Operational – 3 sessions Technical – 2 sessions	Deloitte DHS Incumbent Vendor	Week 4
ARFinds	Functional and Operational – 3 sessions Technical – 2 sessions	Deloitte DHS Incumbent Vendor	Week 5
Worker Generated Notices (WGN)	Functional and Operational – 3 sessions Technical – 2 sessions	Deloitte DHS Incumbent Vendor	Week 5
OASIS	Functional and Operational – 3 sessions Technical – 2 sessions	Deloitte DHS Incumbent Vendor	Week 6
AASIS	Functional and Operational – 3 sessions Technical – 2 sessions	Deloitte DHS Incumbent Vendor	Week 6
Child Care Suite (CCS)	Functional and Operational – 3 sessions Technical – 2 sessions	Deloitte DHS Incumbent Vendor	Week 7
Children's Reporting and Information System (CHRIS)	Functional and Operational – 3 sessions Technical – 2 sessions	Deloitte DHS Incumbent Vendor	Week 7
Cost Allocation Applications -AASIS Coding Validation Tables (CVT) -Pre Cost Allocation Transaction	Functional and Operational – 3 sessions Technical – 2 sessions	Deloitte DHS Incumbent Vendor	Week 8

Subject Area	Type and Estimated Number of Knowledge Transfer Sessions	Stakeholders Involved	Schedule
Review (PCATR) -Cost Allocation Reporting - Time Studies			
Enterprise Data Warehouse	Functional and Operational – 3 sessions Technical – 2 sessions	Deloitte DHS Incumbent Vendor DW SMEs	Week 8
Non-Core ISS Applications	Functional and Operational – 15 sessions Technical – 10 sessions	Deloitte DHS Incumbent Vendor	Weeks 8-10
Help Desk Services	Level 1 User Support – 1 session Level 2 User Support – 2 sessions Level 3 User Support – 2 sessions	Deloitte DHS Incumbent Vendor Help Desk Lead(s)	Week 9

Figure 7-6. Schedule for Knowledge Transfer.

Parallel Testing Activities

Our Parallel Testing effort during the Transition Services sub-phase is used to both identify any existing issues not currently documented, as well as to provide opportunities for the Deloitte M&O team to execute processes that mirror Production processes being performed by DHS staff, or the incumbent vendor's M&O staff and compare the results. We will perform parallel testing by executing functions and capabilities of the application for both hardware and software. During the Transition Period, Deloitte assumes that testing environments will be made available in which our team may conduct our ISS Application testing.

Much more than basic "smoke tests," our testing effort will involve validation of all hardware and software components to include performance, load and stress testing. In addition, we will test the security aspects of the data center and data center environments.

In addition to environmental testing, we will thoroughly test the application and its processes and function. We will test the solution functionality against current requirements and design documentation, including workflows, screen validations, business rules, correspondence triggering and templates, issuance processes, interface files, and report definitions.

The details of the tests performed will be evaluated and documented in the Assessment Report to establish the state of the current applications, opportunities for improvements of ISS Application M&O effectiveness and efficiency, and a roadmap of our proposed improvements to a target operating model. In addition, our comparisons against Production processes will help us to get a head start on being able to meet SLRs as soon as possible. At the end of the transition period, we will report tracking and reporting of system performance and availability. As part of ongoing M&O activities, we will produce annual Assessment Report to continue to monitor the new system baseline and continue to seek improvement opportunities as we work together towards the target operating model.

All test scenarios performed, whether environmental or application related, will be logged in an agreed upon tool to augment any existing test documentation and traced to the appropriate requirements and designs.

If discrepancies are identified, we will log these for further analysis and make a suggestion as to the root cause. If the root cause is documentation (either functional/technical design or procedural documentation), the necessary documentation updates will be identified and pursued. These updates will be reviewed during knowledge transfer sessions with DHS staff to confirm upstream (requirements) and downstream (test cases) traceability impacts are incorporated. If the root cause is determined to be a system issue of functionality gap, a defect or enhancement will be logged in the agreed upon tracking solution and reviewed according to change control procedures for prioritization and resolution.

After the completion of testing, the Deloitte testing team will coordinate with the appropriate stakeholders to identify acceptable interim solutions, if needed, to be used by end users until the issue is resolved.

Help Desk

Deloitte intends to transition help desk responsibilities as part of the ISS Applications M&O transition. Deloitte will focus a session on understanding level 1 help desk processes, and then deep dive into level 2 and 3 responsibilities by participating in knowledge transfer sessions with existing help desk staff and shadowing existing staff through the different levels of these responsibilities.

Post Cut-Over Activities

Following formal takeover of M&O activities from the incumbent vendor and confirmation from DHS that operational readiness has been achieved, Deloitte formally documents the Agency's decision and any next steps required as a result of the readiness review, then proceeds with the necessary activities to take over Production operations. Immediately following takeover, Deloitte will communicate on a daily basis the status of Production activities, including online user actions, errors logged, performance metrics, and batch outcomes. These are reviewed and compared to the outputs resulting from our operational readiness activities to highlight any discrepancies, log issues as necessary, and facilitate prompt resolution to achieve stability.

As part of the post cut-over activities, Deloitte will continue to facilitate weekly project management meetings to update stakeholders on the status of ISS applications after the formal transition has been completed, report critical and high severity risks/issues that may have arisen after the completion of transition activities and any support that may be required from the incumbent vendor to resolve these issues.

As detailed in our *Transition Staff Roles and Responsibilities* section, our proposed transition resources will continue to play a role in the post-transition ongoing ISS M&O to preserve a continuity of knowledge gained during transition.

Transition Staff Roles and Responsibilities

With shifting roles and responsibilities, Transition can be a confusing time in the project. Our Transition approach will include clearly defined roles and responsibilities for all ISS Application transition stakeholders.

Deloitte is prepared to work with the DHS and incumbent vendor collaboratively, and is expecting to interact primarily with the following types of resources:

- DHS Project Manager
- DHS Contract and Vendor Manager
- DHS and/or Incumbent Vendor management resources who provide subject matter expertise about the technical environments and program policies and business processes for each HHS program managed by ISS

Specifically, Deloitte needs support from DHS and/or Incumbent Vendor subject matter experts for each HHS Program administered through the ISS Applications. We rely on your Arkansas specific expertise, combined with our overall experience and knowledge gained from working in other states, to work together to achieve the goals of the project. At a high level, we expect DHS and ISS Application Stakeholder involvement to consist reviewing and approving deliverables and providing subject matter expertise as and when required for different knowledge areas. At a high level, we expect Incumbent Vendor involvement to consist of providing subject matter expertise for knowledge transfer of ISS M&O responsibilities, and review and sign-off on deliverables, as and where required.

The following figure gives an additional detail into the breakdown of the different roles expected by Deloitte, DHS, and the Incumbent Vendor during transition (by labor category defined in the RFP), and an estimate of the hours of involvement required during transition.

Labor Category	Hours Estimates for		
	Deloitte	DHS	Incumbent Vendor
Engagement Director/Executive	487	160	160
Engagement Manager/Services Manager	520	360	240
IT Operations Lead	696	240	280
Technical Lead/Architect	696	120	280
Privacy/Security Specialist	557	120	120
Test Lead/Manager/Senior Tester	696	240	280
Senior Database Administrator	696	80	280
Lead	5568	480	2080
Senior Developers/Programmer	1392		557
Mainframe System Analysts	1044		418
Mainframe System Experts	696		280
Web System Analysts	696		280

Labor Category	Hours Estimates for		
Web System Experts	696		280
Client Server Systems Analysts	696	80	280
Client Server Systems Experts	696		280
BI / Data warehousing Analysts	352	80	144
BI / Data warehousing Tool Experts	696		280
Analyst	3840	1920	1536
Database Administrator	352		141
Junior Developers/Programmer	5760		1600
Totals	**28928**	**3880**	**9916**

Figure 7-7. Staffing Transition by Labor Category and Hours.

In the following sections, we describe Deloitte's proposed transition staff roles and responsibilities for Deloitte in greater detail. Our proposed transition staff roles and responsibilities are based on roles and responsibilities that we have seen and used on our successful transitions of similar ISS Application projects. We will work with DHS, and the incumbent vendor to confirm these roles and responsibilities during transition planning and make any adjustments, if required.

Deloitte Transition Staff

Deloitte's proposed staffing plan includes dedicated staff to support the Transition Phase, including an Engagement Transition Manager, Business Lead, Technical Lead, Operations Lead, and Security Expert, with supporting staff to validate existing ISS applications functionality and develop "as-is" assessments as shown in the Transition Organization Chart below. These project resources are onsite during the Transition Phase and solely focused on a successful transition of ISS M&O from the incumbent vendor to Deloitte. The Transition Project Manager would continue as the Project Manager once the transition is complete, to enable continuity. These Transition team members have unique skills that make them individually qualified to perform their roles; however, we believe that the team and their experiences are more powerful than the experience of one individual. Therefore, when selecting team members, we stress both the importance of an individual's capability but also how these skills blended with others on the proposed team to bring the overall strongest sets of capabilities to DHS.

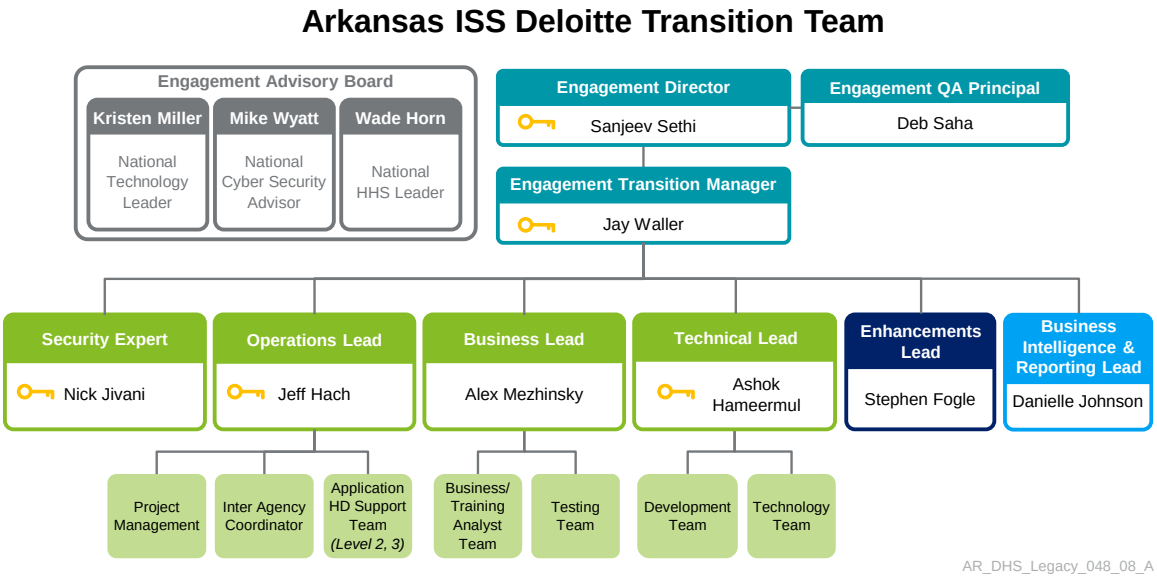


Figure 7-8. Deloitte Transition Team Organization Chart.

The following figure lists key transition resources required during transition and the activities they own or support. As detailed in our project organization chart, our proposed transition resources will continue to play a role in the post-transition ongoing ISS Applications maintenance and operations to preserve a continuity of knowledge gained during transition.

Proposed Transition Resource - Role	Responsibilities
Debasis Saha - Engagement QA Principal	• Provides quality assurance oversight of work products, deliverables, and transition activities • Provides strategic direction and maintains overall accountability for project and efforts related to planning, management, communications, change management, and DHS relationship • Approves major scope, budget and schedule change decisions for Deloitte • Resolves escalated issues and risks
Sanjeev Sethi - Engagement Director	• Onsite throughout the Transition Phase • Primary point of contact for ISS M&O contract questions or concerns • Responsible for reviewing resource performance and coordinating staffing adjustments with the DHS if needed • Final point of escalation for critical action items, risks, or issues which may prevent a successful transition
Jay Waller – Engagement Transition Manager	• Primary point of contact for ISS M&O transition activities and communications, including working with DHS and the incumbent vendor to coordinate knowledge transfer and ongoing ISS M&O project management activities, including Project Plan updates, publishing of status reports, deliverable submission and acceptance tracking, • Manages to the Transition Plan and responsible for Transition Phase deliverables • Responsible for identifying action items necessary for completion of transition activities • Responsible for identifying risks and issues related to achieving operational readiness • Primary point of contact with DHS's PMO for activities related to contract administration, project management and scheduling, correspondence between DHS and Deloitte's resources, and deliverable reviews

Proposed Transition Resource - Role	Responsibilities
	• Responsible for coordination of work plans across project phases • Reviews project activities to confirm alignment to stakeholder priorities and DHS vision for the ISS applications • Coordinates change control board review and estimates effort to implement prioritized change requests resulting from transition activities • Prioritizes resource alignment across project teams to align with the project schedule and meet critical milestone dates • Responsible for the onboarding of new project team resources • Onsite throughout the Transition Phase
Nick Jivani – Security Expert	• Leads and provides oversight to security related activities • Responsible for the transition of security related and user account management functions
Ashok Hameermul – Technical Lead	• Leads the Technology and Development team in review of existing system issues identified during the Transition Phase and determining the Level of Effort (LOE) to resolve • Responsible for confirming that the software developers understand both the system architecture and how to make appropriate changes to the application software based on knowledge transfer received from the incumbent vendor • Reviews functional and technical system documentation and confirm that it is adequate for ongoing product development and enhancement
Jeff Hach - Operations Lead	• Leads and provides oversight over the Project Management and Application Support team and transition of ISS Applications operations, including transition of all hardware and software. • Reviews ISS M&O system operations and help desk documentation to identify complexities, suggest areas for improvement, and seek further clarification from DHS and the incumbent vendor • Executes operational readiness plan in preparation for takeover • Responsible for documentation updates related to operations • Conducts verification sessions with DHS and incumbent vendor to confirm System Operations and Maintenance “as-is” assessment
Alex Mezhinsky – Business Lead	• Reviews transition testing results to measure and report on product quality/conformance to requirements and existing design expectations • Monitors transition processes to measure and report on process quality/conformance • Defines the Quality Assurance (QA)/Quality Control (QC) Plan • Reviews outstanding help desk tickets and defect backlog to become familiar with root cause trends • Review current testing procedures and participates in knowledge transfer sessions with incumbent vendor’s testing team • Reviews ISS M&O user documentation to understand training processes and procedures • Oversees knowledge transfer and/or development of training and training activities • Develops, manages, coordinates, and delivers training required for transition activities and compliance with applicable DHS policies, procedures, rules, regulations, and standards

Figure 7-9. Deloitte Transition Team Roles and Responsibilities.

When preparing our staffing plan, Deloitte plans for each project phase individually, and accounts for how each phase fits into the overall project plan and staffing model. We build into our staffing plan the appropriate amount of ramp up and ramp down time for individuals who are joining or leaving the project. This provides adequate opportunity for us to plan ahead and train resources who are joining the project, mitigating the risk of any project delays due to resources. Additionally, a targeted knowledge transfer plan is created for each transition if/when it is necessary to provide adequate roll off time and sufficient knowledge transfer, should the need arise. The staffing plan, from track leads to developers, is continually monitored to provide consistent, timely coverage and support to the ISS M&O project. For additional details into staffing, please refer to T-4 – Vendor Engagement Organization and Staffing.

Interagency Coordination

Deloitte understands the complexity of the ISS Applications extends to data exchange partners outside of the ISS Applications. The successes of our past M&O transitions were only possible through understanding the intricacies of interfaces with data exchange partners, such as the Center for Medicaid and Medicare Services (CMS) and other federal interfaces, Help Desk/Call Center Vendors, IV&V Vendors, DIS, and between other State agencies. As stakeholders in the ISS Applications, the concerns of data exchange partners and agencies must also be understood and addressed during the Transition Period in order to facilitate a smooth transfer of M&O Responsibilities and support the ongoing success of ISS Applications M&O.

As part of our Transition Approach, we include an Interagency Coordinator to be the primary liaisons to coordinate the Transition Period and ongoing M&O concerns between the various data exchange partners and agencies. Combined with our practitioner's deep knowledge of HHS Applications and working with various HHS data exchange partners in the past, our Interagency Coordinator will be able to address and anticipate some of the risks and concerns associated with transition and ongoing M&O interfaces with outside data exchange partners and agencies. Included in our transition activities are meetings with the data exchange partners to understand data exchange contracts, develop a communication approach with business and technology contacts, define transition roles and responsibilities, requirements for performance monitoring, interfaces and architecture coordination, identify key point of contacts, and develop appropriate escalation models should issues arrive. In addition, our Transition Manager will lead the Interagency Coordinator to liaise with DIS to plan and coordinate the mission critical server migration from DHS data center to DIS data center, if required.

Facilities Management

We have already identified two potential office locations as identified in *Template T-2_Vendor Experience*, these two locations are in Downtown Little Rock at 200 W Capitol Ave

Little Rock, AR 72201 (Bank of America building) and 400 W Capitol Ave Little Rock, AR 72201. These two locations are 0.2 miles away from the DHS offices located at 700 Main St, Little Rock, AR 72201. At the time of contract award, we will leverage our internal professional Real Estate Services team and Information Technology Services (ITS) organization to quickly secure one of these two facilities, furnish our selected office location, and work with DHS to connect it to the DHS network so that we may kick off the ISS Project and begin our transition activities on or as soon as possible after the contract start date. If, at the time of contract award, neither of

the above options are available, Deloitte will identify and furnish an alternate office that provides commensurate amenities. During the transition period when the Deloitte project facility is being furnished and setup, we are proposing to use DHS provided office space for transition activities including Project Kickoff, Knowledge Transfer Sessions, and M&O Processes Walkthrough with DHS and the incumbent vendor.

Each of these office location options also provide the physical security measures to meet privacy and security standards for facility access and control, workstation and device security, and confidentiality safeguards in compliance with FIPS, HIPAA and IRS Publication 1075. Some of these measures include badges for physical security access, management reporting capabilities and centrally monitored alarm system, and an emergency evacuation plan. In addition, Deloitte will establish physical safety, property, facility, and data security policies and procedures, including instructions for proper use of and access to workstations and electronic media, as well as procedures for proper transfer, removal, disposal, and re-use of physical and electronic media to confirm appropriate protection confidential information.

For the selected office location, Deloitte will also establish our secure Deloitte network for internet access. Guests with personal laptops will need to connect to the guest network. This will be password protected, and distributed at the discretion our Deloitte Facility Manager. We understand that DHS will provide a means for secure access to the DHS network at our office location. We also understand that DHS will provide the personal computers required to support and manage the DHS applications. Our facility management team will be available prior to contract start date to support connectivity and set up of secure DHS networks and personal computers at our final selected office location so that project kick off and transition activities may begin on or as soon as possible after the contract start date We will work with DHS to establish connectivity to testing environments from our office location to the DHS network for transition activities either prior to or immediately after the Contract is executed.

2.0 Approach to Application Maintenance and Operations

The Vendor shall be responsible for the M&O of the ISS Applications supporting DHS' business while DIS will be providing the infrastructure and will be maintaining, supporting and operating IT operational processes (assume DHS does not provision IT Operations Support from the Vendor).

Instructions: Describe how the Vendor will perform these tasks and coordinate with the DIS to ensure the application meets DHS' SLRs. This should include a discussion of each of the following areas, and the challenges and approaches to overcome these challenges:

- Capacity management
- Performance management and system monitoring
- Service desk, incident and problem management
- User account administration
- Security
- Change and release management
- Configuration management
- Disaster recovery
- Break-fix
- Status/SLR reporting

Deloitte has a long history successfully maintaining and operating HHS projects with complex applications similar to the ISS applications. Achieving a successful transition and stabilization of a large application portfolio like ISS's portfolio, requires a mature M&O process that is delivered by knowledgeable and experienced staff with deep knowledge of the existing technology and your business. With Deloitte, DHS has such a partner. We are ready and deeply committed to help you achieve your stated goals.

In our 40+ years of serving the Health and Human Services (HHS) industry, we have collaborated with states across the country to successfully build, maintain and operate their HHS systems. Based on our experience gained from 45 other states in maintaining and operating HHS systems, having transitioned from the incumbent vendor in Montana and Wyoming, we are uniquely positioned to take over the M&O of the ISS Applications and partner with DHS for the future.

Section Highlights

Deloitte's proposed methodology brings tangible benefits to the State through:

- Transparent operations focusing on stability and continuous improvement
- An experienced team delivering quality and predictable services
- Accountable leadership, driving efficient operations and maintenance practices
- Incorporation of ITIL-based maintenance and operations best practices
- Deep bench strength with diverse specialty resources to meet DHS needs

With a deep bench strength of HHS practitioners, Deloitte has the unique ability to provide access to additional technical resources and mitigate the current risk associated with the current DIS and DHS IT capacity and skills limitation. Deloitte can draw on diverse specialty resources at any given time. By partnering with Deloitte, DHS obtains the advantage of readily available skills and knowledge that may not have been previously anticipated.

Three primary technology related practices as the source of our key and supporting staff:

- US State Health and Human Service practice. Our HHS practice has more than 2,000 practitioners with deep industry knowledge and experience maintaining, operating, and enhancing systems in 21 states.
- US Technology practice. The U.S. Technology practice is home to over 10,000 consultants. These practitioners focus on providing technology services for our clients, with broad and deep technical skills.

Our approach features measurable and predictable service delivery and support. We focus on a transparent, collaborative approach to provide uninterrupted high availability and system performance and focus on our customer, DHS.

With Deloitte, DHS finds a vendor with the commitment to meet their M&O needs. We work closely with DHS stakeholders to share information in a transparent and accountable way that leads to informed decision making in a collaborative environment. Our approach will assist DHS in realizing its technological vision and strategic objectives through our innovative M&O processes. We bring our diverse technical experience with cross-project coordination and program management skills to successfully meet your M&O needs and goals.

Our Methodology

Deloitte's Enterprise Value Delivery (EVD) methodology, where we introduced the high level phases of our approach in the *Approach to Transitioning ISS Applications* section of this template, provides structure through every phase of the project and the Stabilize, Optimize and Innovate phases are no exception. Our method includes the processes and accelerators that our team will follow and utilize throughout the project. It aligns with standards established by the Project Management Institute's Project Management Body of Knowledge (PMBOK) and Information Technology Infrastructure Library (ITIL V3), the set of practices for IT service management (ITSM) that focuses on aligning IT services with the needs of business. EVD is customizable to the type of project being pursued. We will tailor our method to the specific needs of DHS.

The following section explains in more depth our approach to M&O, comprising of Stabilize, Optimize and Innovate phases that highlight our strategy and approach to maintaining and operating the ISS Applications. These phases include the following activities as requested in this RFP, which will be described in further detail in this section.

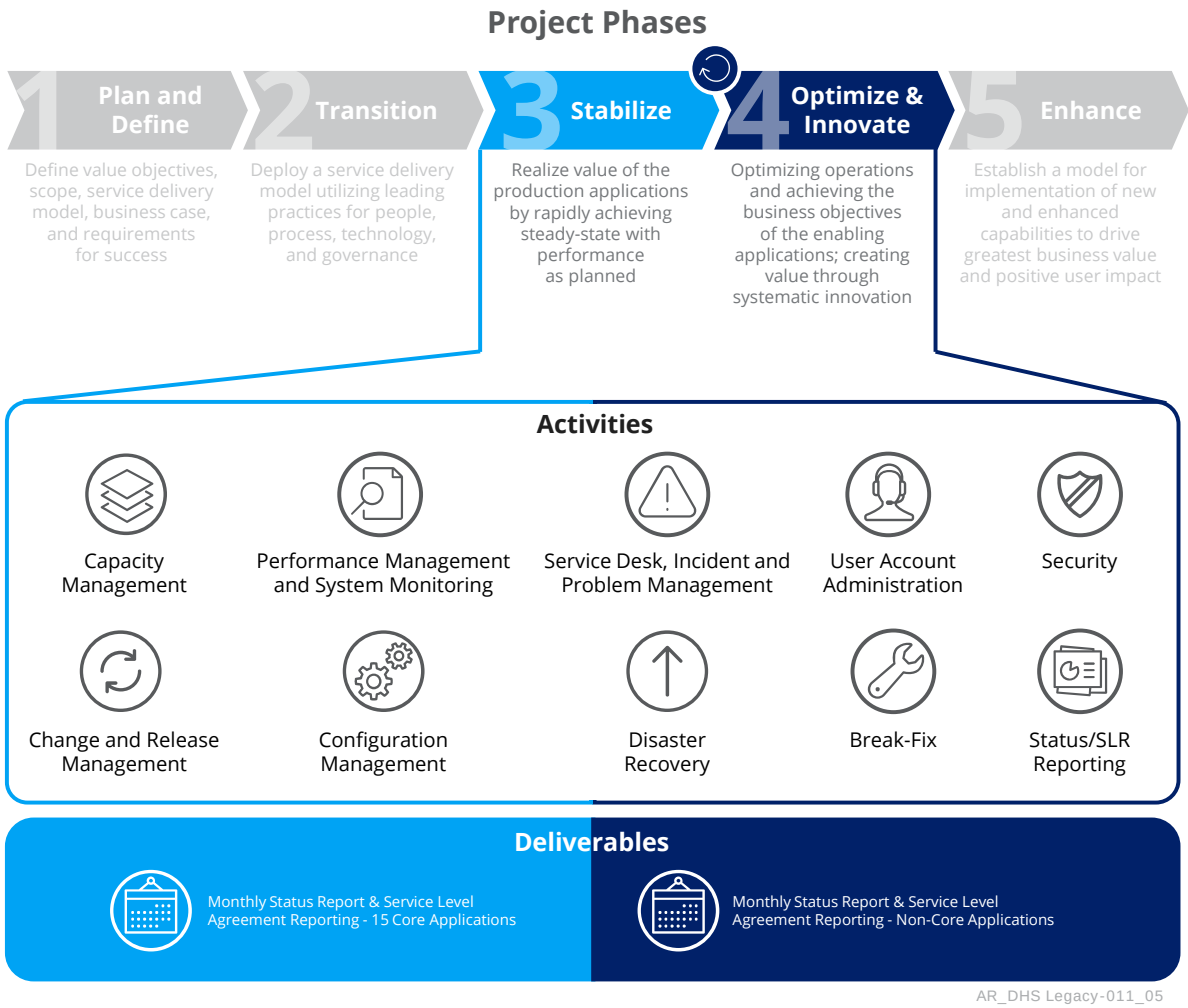


Figure 7-10. Maintenance and Operations Phases.

Our Approach to Maintenance and Operations

Our M&O approach, guided by our EVD methodology and ITIL standards, provides the structure required to predictably manage and monitor the status of the M&O activities along with the flexibility needed to proactively address issues across the service management value chain. Deloitte understands the importance of performing corrective, adaptive, and preventive software maintenance across the wide range of services and solutions for the ISS project. The scope of services for Maintenance and Operations not only includes application “bug,” “defect” or “break fixes”, but also includes activities such as performance monitoring and tuning, software upgrades and patches, and enhancing the ISS Applications. Maintenance and Operations is critical to keeping these systems running smoothly, efficiently and is essential in preventing unplanned disruptions. Deloitte understands that the ISS Applications involve many stakeholders with distinct business needs, priorities, and expectations of the systems that support the ISS Project. Furthermore, we understand how this structure impacts the end users and what is required for the State to serve Arkansans through a complex portfolio such as the ISS Applications.

We have delivered maintenance and operations services to HHS systems in 45 other states. Our experienced team delivers these services to our clients by focusing on five key areas:

1. **Predictability and Stability.** Keep ISS applications up and running smoothly for end users and clients and predict the future performance of the system, impact of functional modifications to the system, and the amount of time maintenance activities will require.
2. **Efficiency.** Manage the overall cost of operations and maintenance, even while the DHS footprint continues to grow.
3. **Transparency.** Provide stakeholders a clear view into how operations and maintenance activities are carried out.
4. **Accountability.** Take responsibility for completing tasks in a timely manner and for building trust with ISS project stakeholders.
5. **Experience.** Provide project resources with deep knowledge across the system and the processes involved in maintaining and operating the system.

The following highlights the features of our approach to the ISS Applications maintenance and its benefits to the DHS.

Features of our Approach	Benefits to DHS
Leverage our time-proven EVD processes and tools based on industry best practices while providing the flexibility to incorporate any of the DHS's proven processes or existing artifacts.	Structures the activities of ISS Applications maintenance using a structured, repeatable maintenance approach to enable reliability and uninterrupted business operations
Transparent operations focusing on stability and continuous improvement	Flexibility to reprioritize maintenance tasks when needs such as emergency patches or last minute regulation changes arise
Constant teaming and communication with DHS staff to document and guide how we perform the ISS maintenance and gain their buy-in on solutions.	Informed and engaged DHS stakeholders that are aligned to the ISS M&O activities that are prioritized and pursued aggressively to completion.
An experienced team with the necessary range of technical skills and project management experience delivering quality and predictable services.	Minimizes risk to operations and incorporates lessons learned from similar engagements in other States
Automated monitoring processes and procedures.	Confirm ISS performance meets SLAs and SLRs, early identification of undesired performance trends that need to be proactively addressed before becoming a problem.

Figure 7-11. Features and Benefits of Our Approach to ISS Applications Maintenance.

Deloitte's Enterprise Value Delivery (EVD) methodology includes two phases; 3- Stabilize and 4 -Optimize & Innovate. In the following section, we describe these phases in more detail and key principles aligned with them.

Stabilize

We understand the DHS' top priority for application maintenance is to keep each of the applications in the portfolio available during designated operational windows to adequately serve end users and clients to provide required business value. Other priorities include improvements in system uptime, improved performance, and stabilizing overall operations and maintenance costs. During this phase, Deloitte employs a broad process which incorporates

stakeholder feedback to properly align priorities to maintenance activities while also emphasizing a reduction in overall system defects over time to improve system stability and usability. Upon completion of the Stabilize phase, we focus on optimizing operations and achieving the business objectives of DHS through innovation.

Optimize & Innovate

Our key focus in maintaining and operating ISS project is to perform continuous improvements in back-end services to more efficiently manage the applications using our proven operations and maintenance methods along with experienced team members. During this phase, we focus on automation, continuous improvement in monitoring, and preparing a cross-functional pool of resources to effectively manage the ISS Applications and its corresponding systems. Our approach of continual improvements has allowed our other HHS Clients to maintain a complex set of systems throughout the life of the M&O projects. We will use this approach to operations and maintenance of ISS applications and will work with DHS to identify future efficiency improvements. This includes minor system enhancements that fall within Baseline (BL) scope as well as the identification of enhancements Above the Baseline (ABL), which are tracked and prioritized as part of our enhancement activities.

Tasks and Activities

The following figure lists the tasks associated with maintaining and operating the ISS Applications, requirements and key activities involved in each of the tasks.

Tasks	Key Activities	T-6 - ISS Requirements Traceability
Capacity management	Provide capacity estimates and use forecast for ISS applications	O2.4 Participate in and adhere to DIS' capacity planning processes O2.3 Collaborate with DHS to understand any business trends which could impact systems' capacity requirements, analyze historical trends and provide capacity forecast O2.44 Support, maintain and leverage all tools included on the list of applications. DHS' preference is to continue using the same tools, however, is open to changing tools if the ISS Vendor can justify the migration. O2.45 "Identify the tools currently implemented which the Vendor will need to support (if not on the list of applications) and/or leverage: - call tracking - defect/requirements tracking - asset management - change management - deployment automation - code versioning - documentation repository (e.g. SharePoint) - batch job scheduling - documentation and presentation (e.g. MS Office) Additional requirements may need to be added to the

Tasks	Key Activities	T-6 - ISS Requirements Traceability
		ISS Application M&O and IT Operations support once these are understood and confirmed"
Performance management and system monitoring		O2.49 "Maintain/enhance monitoring policies, procedures and standards for the ISS Applications including, but not limited to: a. Monitoring of buffers, database buffers, table space fragmentation, database space, unusual growth and propose solution in case of alert b. Monitoring of System logs, update error, database corruption, jobs, and propose solution in case of alert c. Monitoring of transaction and trace logs, network event logs and traces, garbage collector, memory and CPU utilization, indexes, etc., and propose a solution in case of an alert or resource issues d. Monitoring of middleware (e.g., workflows, in- and out-bound queues) and report to DHS according to agreed procedure e. Monitoring of E2E transaction response time to allow measurements against SLAs f. Monitoring of interfaces and batch and job scheduling " O2.50 Perform ISS Applications related database administration tasks
Service desk, incident and Problem management	Provide Level 2 Service Desk Support for ISS Applications Prioritize incidents reported based on severity and business impact Perform root cause analysis for recurring incidents Provide status reports for Incidents and Problems and resolution of underlying root causes	O2.17 Maintain Level 2 / 3 ISS Application support escalation procedures O2.18 Provide Level 2 / 3 ISS Application Solution expertise and involvement for incident resolution O2.21 Conduct/participate in incident and problem management review sessions and provide status and problem impact categorization O2.19 Log updates into the ticket tracking system in a timely manner in alignment with the DHS' processes, policies and procedures O2.20 Periodically review the status of open incidents and related problems and the progress being made in addressing problems related to the ISS Applications O2.23 Develop/maintain procedures for performing Root Cause Analysis (RCA) that meet requirements and adhere to defined policies O2.22 Provide expertise and be an active participant in the process to address the root cause of critical problems as required by DHS (e.g. participate in "all hands on deck" meetings until a permanent fix to the incident is developed) O2.24 Conduct proactive trend analysis to identify recurring incidents O2.25 Track and report recurring incidents or failures and provide associated consequences of repeating incidents if there is a business impact to DHS O2.26 Recommend solutions to address recurring

Tasks	Key Activities	T-6 - ISS Requirements Traceability
		incidents or failures O2.27 Provide status report detailing the root cause of and work around procedure for correcting recurring incidents until closure through a permanent fix as determined by DHS
User account administration	Manage role-based access to ISS Applications	O2.40 "Develop/document/manage and maintain ISS Application user account maintenance procedures including, but not limited to: a. Configuration of new users, roles and responsibilities, credentials, etc. b. Users Refresh / Change / Updates c. Users Deletion" O2.41 Provide assistance to DHS, as required, in administering ISS Application user accounts
Security	Identify updates to the ISS Application Security plan to meet the State and Federal security requirements Develop process to review and classify security patches based on the level of criticality Identify data protection controls covered by regulatory and other compliance requirements Assist the State in conducting compliance activities and security audits Track and maintain supporting documentation for application security audits Develop documented security procedures for conducting background checks Finalize reporting templates and processes for reporting security violations to DHS stakeholders	O2.28 Establish/maintain access profiles and policies for adding, changing, enabling/disabling and deleting Log-On access for DHS employees, agents and subcontractors O2.29 Maintain/update ISS Application security plan based on The State of Arkansas and Federal application security requirements, standards, procedures, policies which includes, but is not limited to, procedures for security monitoring and log management functions, ISS Application vulnerability management O2.30 Maintain physical and logical security plans consistent with DHS' security policies and industry standards O2.31 Review all security patches relevant to the environment and classify the need and speed in which the security patches should be installed as defined by security policies O2.32 Support DHS in performing security related activities such as report development, controls documentation, HIPAA compliance activities, IRS 1075 compliance activities, performing security audits, etc. O2.33 Maintain all documentation required for ISS Application security audits and internal control and control testing O2.34 Support the placement of systems with particularly sensitive data in controlled access areas. Only end-users with authorized access permission will be allowed to enter these areas (e.g., read access in logs, write access in some folders, etc.). O2.35 Provide a documented set of controls that is used to ensure the protection of data and security information among customer applications O2.36 Ensure all ISS Applications and tools provide adequate protection of data that is covered by regulatory or other compliance requirements — for example, those of the U.S. HIPAA, IRS 1075, ACA and HITECH Acts O2.37 Provide documented procedures to ensure

Tasks	Key Activities	T-6 - ISS Requirements Traceability
		background checks are performed on personnel with administrative or other privileged access to servers, applications or customer data O2.38 Develop/maintain documented procedures for super user privilege management and database activity monitoring controls or the equivalent to detect inappropriate behavior by personnel with administrative access O2.39 Report any security violations to DHS per DHS policies
Change and release management	Log Change requests in a timely manner Adhere to DIS processes on Change and Release Management Work with DHS in prioritizing defect fixes and minor changes for production releases Manage M&O releases into production	O2.6 Adhere to DIS' change/release processes O2.5 Identify and submit any ISS Application changes in compliance with DIS' Change/Release Management process O2.47 Prepare pre-production release software for production and pre-production testing O2.7 Provide required scripts and documentation regarding each ISS Application change/release
Configuration management	Update and maintain an inventory of all applications in the DHS environments	O2.8 Maintain ISS Application software configuration in the DIS configuration management tool O2.9 Capture any ISS Application software configuration changes included in any change request O2.10 Ensure up-to-date and accurate ISS Application configurations are captured in the configuration management tools; any errors should be reported to DHS immediately O2.11 Maintain an inventory of all applications in the DHS environment (including all attributes captured on the application inventory provided in the procurement library)
Disaster recovery	Assist DHS in updating Disaster Recovery Plan Assist DHS in testing Disaster recovery plan, procedures and environment Assist DHS in disaster recovery activities Identify resources required to participate in Disaster Recovery testing	O2.13 Participate in disaster recovery planning including developing/updating the disaster recovery plan, identifying required changes in the disaster recovery plan (e.g. a change in contact information) O2.15 Identify appropriate resources to support DHS' disaster recovery planning, testing and execution O2.14 "Participate in and provide support for the disaster recovery testing including, but not limited to: a. Plan and schedule disaster recovery testing b. Recovery of the ISS Application c. Recover data and storage according to RTO requirements d. Assist with/resolve remediation of recovery issues e. Establish WAN connectivity from data center to the State/DHS WAN" O2.12 Participate in and complete all ISS Application related disaster recovery activities outlined in the Disaster Recovery Plan

Tasks	Key Activities	T-6 - ISS Requirements Traceability
		O2.16 Perform tasks outlined in the Disaster Recovery Plan in the event DHS initiates a disaster
Break-fix	Design, develop and test application fixes Provide data-fixes to resolve data errors caused by users or application bugs Provide Preventative, Perfective and Adaptive Maintenance Manage release notes for production releases Update user and system documentation Update training materials and train DHS staff on changes in upcoming releases Update DHS technical staff in using new software and tools related to ISS applications	O2.42 Design, build and test application fixes O2.43 Address failures that cause crashes, hang-ups, data loss or corruption, erroneous results or any other ISS Application related issues which impact the business' ability to perform their work (excluding warranty fixes and design issues, which are addressed elsewhere) O2.1 Collaborate with DIS to integrate the Vendor's operational activities into DIS' standard processes and continuously identify opportunities to improve the processes O2.51 "Continually identify, and where appropriate, implement M&O improvement opportunities such as: a. Improving or automating support processes b. Removing ""dead code"" c. Identifying opportunities to retire legacy systems d. Improving the quality of developed code e. Proactive elimination of recurring problems f. Improve performance management g. Improve capacity management" O2.2 Develop service requests whenever the Vendor requires changes to the infrastructure provided by DIS O2.48 Continually monitor data quality and identify opportunities for improvement O2.46 Maintain/enhance procedures for performing ISS Application specific administration that meet requirements and adhere to defined policies
Status/SLR reporting	Work with DHS to review and define SLRs Gather metrics and report on performance against SLR Create Monthly Status reports for Core and non-Core ISS Applications	

Figure 7-12. Maintenance and Operations Tasks and Activities.

Capacity Management

Deloitte understands capacity planning as the process to estimate infrastructure and hardware resources required to support an application as usage and volume patterns evolve. Environment capacity plans estimate or measure expected resource impact on the server, network, database and other parts of the infrastructure which support the business processes. This information is then used to determine the infrastructure and hardware requirements necessary to support anticipated transaction volume and meet SLRs. Using those requirements, DHS can strategically plan for infrastructure needs and future growth. Our proposal utilizes existing infrastructure, standards, personnel knowledge and standard components wherever possible.

These system attributes also require significant underpinnings of security, configurability, and extensibility.

Our Approach

Deloitte's expertise in providing capacity estimates and usage forecast changes is rooted in our past experience with other HHS clients and the level of experience which our skilled resources possess. The objective of this analysis is to estimate the infrastructure resource requirements based of the estimate of actual work, including expected transaction growth that the application expects to serve during normal and peak usage periods.

Deloitte will support DHS and DIS in the capacity management of the systems with providing capacity estimates and participate in and adhere to DIS' capacity planning processes. We collaborate with DHS to understand any business trends which could impact systems' capacity requirements, analyze historical trends. For example, there could be a Federal policy change that will dramatically increase the recipients of a specific benefit, this may result in additional user loads on application portals as well as back end processing and issuance. We work with DHS to evaluate potential impacts and develop recommendations for updates to the existing plans. This includes providing infrastructure capacity forecast and infrastructure requirements to DIS based on our analysis on these factors and experience from similar system implementations.

As infrastructure capacity plan and standards are defined, it is important for capacity to be reviewed on an ongoing basis during the project, as well as after the implementation of releases. Capacity needs to be continuously monitored even after the capacity plans have been finalized. Changes to the system or a higher than expected transaction volume can cause issues with capacity. In order to continuously manage and monitor capacity successfully, the capacity estimates needs to be visited throughout the continuous phases the project. A capacity analysis is conducted with DHS for each major release (and periodically) to confirm that our estimates continue to provide the most detailed information possible. With each enhancement release, Deloitte has the ability to refine and improve the accuracy of the estimates and help DHS to refine the plan. As the design and application evolves, capacity estimates will be re-visited with the most up-to-date data available.

From tools standpoint, our proven operations and maintenance methods and experienced team members allow us to support, maintain and leverage all tools included on the list of applications. In order to enable smooth and consistent high quality delivery, Deloitte with work with DHS and identify the tools currently implemented which we need to support and/or leverage throughout maintenance and operations activities, in the following areas:

- Call tracking
- Defect/requirements tracking
- Asset management
- Change management
- Deployment automation
- Code versioning

- Documentation repository (e.g. SharePoint)
- Batch job scheduling
- Documentation and presentation

We coordinate with DHS to determine if any changes are recommended based on DHS' business needs, standards and guidelines.

Performance Management and System Monitoring

For a system to maintain its performance and scalability, it must be monitored to identify potential performance issues and to determine root causes of problems if performance issues occur. Deloitte brings extensive experience in system monitoring and performance management built on a foundation of industry-leading tools that are flexible and adaptable to diverse needs.

Deloitte leverages our extensive experience from similar HHS systems and work with DHS to develop, maintain and enhance System Performance/Monitoring procedures and standards for the ISS Applications. The system behavior and performance is monitored in alignment with these defined standards for the ISS Applications including the following:

- Buffers, database buffers, table space fragmentation, database space, unusual growth
- System logs, update error, database corruption, jobs
- Transaction and trace logs, network event logs and traces, garbage collector, memory and CPU utilization, and indexes
- Middleware
- E2E transaction response time of ISS Applications
- Interfaces
- Batch and job scheduling

In alignment with established policies and procedures, System Performance/Monitoring activities will be performed by DIS. Based on the metric results, issues, system changes or enhancements maybe identified to improve the metrics, if needed. If identified, these items will be classified (BL or ABL) and implemented following established project processes.

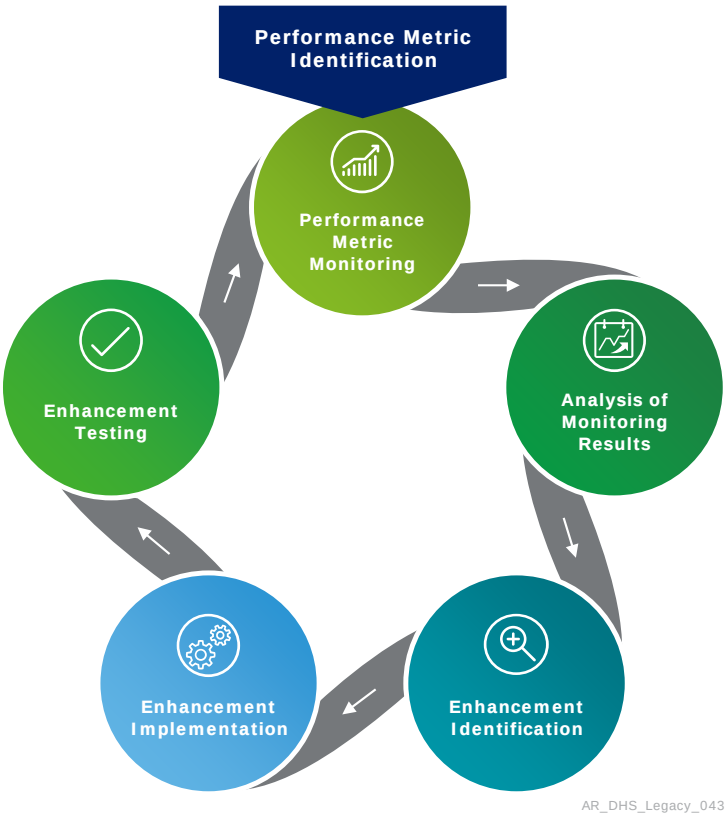


Figure 7-13. Performance Monitoring Process.

We recommend leveraging existing DHS tools such as Nagois, Guardiam, Ganglia for the collection of performance data including server web pages, mainframe transactions and underlying infrastructure. This data can be used to generate performance reports and to identify certain required performance metrics within the system. We will work with DHS, DIS, and other stakeholders, as necessary, to coordinate performance management and system monitoring activities. Details of our approach in coordinating with DIS and external agencies is covered in the *Approach to Coordinating with DIS and other Vendors* section of this template.

Additionally, these activities and standards provides the basis to support the monitoring and compliance with DHS' SLAs. Deloitte generates a summary report of performance of systems batch functions as required by SLAs. Our SLA Management and Reporting approach is detailed out in subsequent sections of this response.

Deloitte understands that database performance plays an important role for overall application performance and stability of the ISS Applications. Throughout maintenance and operations activities we perform the related database administration tasks. Deloitte's production proven database administration approach utilizes proactive code and data model reviews to establish and enforce stringent guidelines for the development team. We rigorously review and enforce only efficient SQL and code structures to execute with a deep commitment to controlling DHS' costs and perceived system response time. In addition to performing routine back-ups and assessing data storage requirements, we also work collaboratively with the DHS's DBAs to support application databases for high performance.

Service Desk, Incident and Problem Management

Service Desk Management

Deloitte has a long history of providing service desk support. Consequently, we have become exceptionally adept at transitioning a variety of technology environments to our services. Our established processes reward our customers with a seamless transition so that cutover is met with a live response consistently and reliably.

In today's multi-service provider environment, the service desk serves as the integrated, central point of contact to manage service requests from start to finish. Aligning with best practices, the service desk owns all requests and oversees their disposition throughout their lifecycle. Deloitte offers a best-fit service model based on each client's needs. We understand that DHS will continue to provide Help Desk Services (Level 1) and use the CA Service Desk application to track and manage incidents and problems. DHS's Service Desk will forward requests to Deloitte Operations Team for Level 2 and Level 3 Service Desk Support.

As part of our service desk management process, we document and maintain Level 2 and Level 3 ISS Application support escalation procedures. We document our approach to providing Level 2 and Level 3 Service Desk services within the Applications M&O Plan. The Deloitte Transition Team will incorporate DHS requirements and needs in order to arrive at a plan that provides the ability to consistently provide high quality operations and maintenance services for the Service Desk. Our team also reviews and incorporates DIS Service Desk standards and processes into Level 2 and 3 Support procedures as appropriate to enable smooth transition to a centralized Service Desk function when services are cut over.

The Applications M&O Plan will incorporate descriptions of the service desk functions and their interaction with other support activities of the Applications M&O Plan. Deloitte will use CA Service Desk Application to support the Service Desk functionality. A set of standard reports will facilitate oversight and understanding of Service Desk activities. The Service Desk team will be staffed appropriately with a clearly defined roles and responsibilities from both Deloitte and DHS staff.

The Service Desk process will be reviewed regularly with DHS with regular updates on the status and activities of Service Desk operations. During the review, an internal analysis of quality improvement will also be conducted to increase efficiency on handling and flow of Service Requests, including services to users and future incidents prevention

Incident Management

Deloitte Consulting's approach to Incident Management is to restore normal service operations as quickly as possible while minimizing the impact on day-to-day operations for DHS. Our Incident Management Process facilitates efficient resolution of application issues reported by end-users and encompasses the following characteristics:

- Based on ITIL Standards
- Refined through delivery experience
- Compatible with quality initiatives

- Focuses on end-to-end service support
- Provides single point of contact for DHS
- Leverages resources for cost-effective service delivery
- Enables all customer requests (issues, enhancements or questions) to flow seamlessly to completion
- Measures adherence to clearly defined metrics

As part of the Incident Management process, Deloitte Operations Team provides Level 2 and Level 3 ISS Application Solution expertise and collaborates with DHS for incident resolution to provide response within the service request priority target times. Deloitte will also collaborate with DHS and conduct/participate in incident and problem management review sessions and provide status and problem impact categorization.

We work with DHS' subject matter experts and stakeholders to evaluate the incident priority and inform the DHS designated key contact of the root cause and the anticipated nature of the problem. We use DHS's Incident Prioritization criteria as defined in the *Service Desk Incident Priority* section of *Template T-6_ISS Requirements* (traceability matrix document). The 4 Priority classification of Critical, High, Medium and Low will be defined in our Statement of Work and Application M&O Plan.

The Deloitte Operations Team responds to all logged tickets based on an assigned priority and perform triage on multiple service requests of the same priority. We log updates into the ticket tracking system in a timely manner in alignment with the DHS' processes, policies and procedures.

A service request can be re-prioritized based on mutual agreement between the Deloitte Operations Team and the DHS designated contacts. In all instances, the service request must reflect the agreed upon priority. In cases where the priority is disputed, the issue will be escalated to Deloitte and DHS Engagement Managers.

From the Incident Resolution process point of view, the resolution process continually monitors requests, follows through with root-cause analysis, captures knowledge, and enables continuous process improvement. We will work with DHS to define the path of resolution, specific workflow and escalation paths to manage the review, evaluation, and resolution of incidents received from end-users.

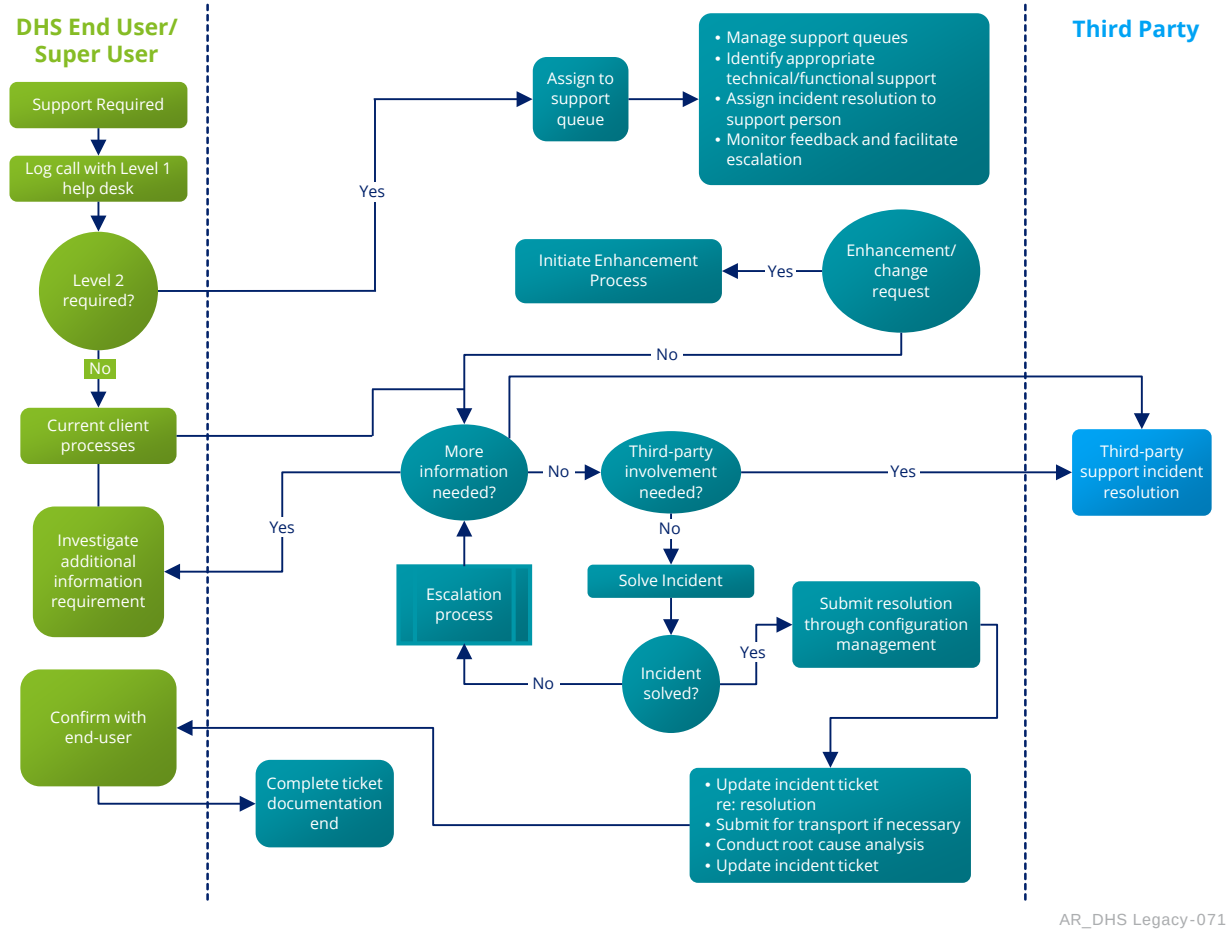


Figure 7-14. Incident Management Process.

We periodically review the status of open incidents and related problems and the progress being made in addressing problems related to the ISS Applications with DHS. The frequency of these reviews will be documented in the M&O Applications Plan.

An overview of the Incident Resolution Process, to be used as a sub-process within the Incident Management Process, is shown in the following figure:

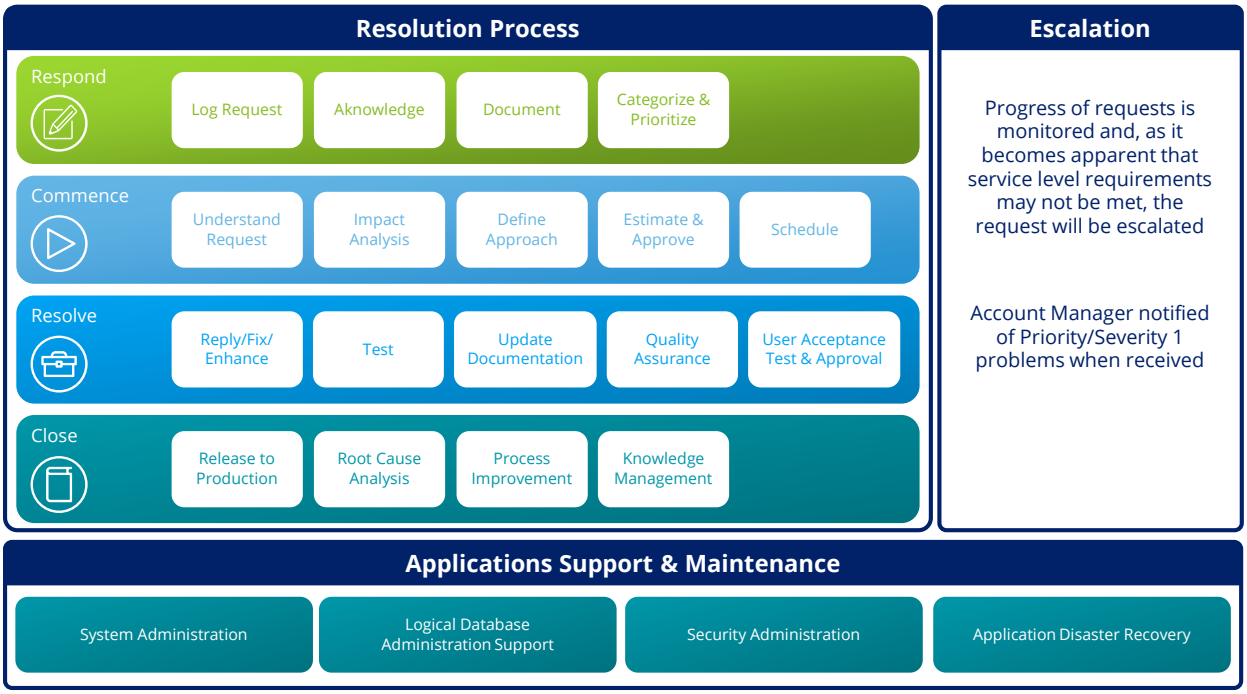


Figure 7-15. Incident Resolution Process.

The Incident Resolution process continually monitors requests, follows through with root-cause analysis, captures knowledge, and enables continuous process improvement. Specific details of the process will be tailored with DHS during the transition phase to leverage existing processes and identify areas of improvement. We will work with DHS to define specific workflow and escalation paths to manage the review, evaluation, and resolution of incidents received from end-users.

Problem Management

Deloitte Consulting's goal in problem management is to minimize, through a proactive or a reactive approach, the adverse impacts and reoccurrence of incidents and problems at DHS that are caused by issues in the ISS Applications. Our problem management approach seeks to identify the root cause and initiate or recommend actions for remediation. Deloitte will work with DHS to develop/maintain procedures for performing Root Cause Analysis (RCA) that meet requirements and adhere to defined policies. We also provide expertise and be an active participant in the process to address the root cause of critical problems as required by DHS until the permanent fix is developed.

The following benefits are at the heart of our approach to problem management:

- Proactive elimination of recurring problems
- More effective and efficient incident handling
- Increased Service Quality
- Reduction in the number of incidents and problems

- Permanent Solutions

There are two types of problem management approaches

- **Proactive Problem Management** identifies and controls known errors or problems before incidents occur, where we focus on proactively addressing underlying incidents and to find and eliminate them before they can impact the business and performance of the ISS Applications. In this approach, we conduct proactive trend analysis to identify recurring incidents which allows future incidents to be minimized by applying preventive actions. In order to confirm that, we track and report recurring incidents or failures and provide associated consequences of repeating incidents if there is a business impact to DHS. Deloitte team performs analysis on these identified incidents and recommend solutions to DHS to address recurring incidents or failures.
- **Reactive Problem Management** resolves problems in response to one or more incident requests and includes the following activities:
  - Problem identification and recording
  - Problem classification (impact on business)
  - Problem investigation and diagnosis

Our approach to problem management is a continuous process that encompasses error control, proactive problem management, recurring incident tracking and information sharing with the DHS business and management responsible for the ISS Applications as shown in the following figure:

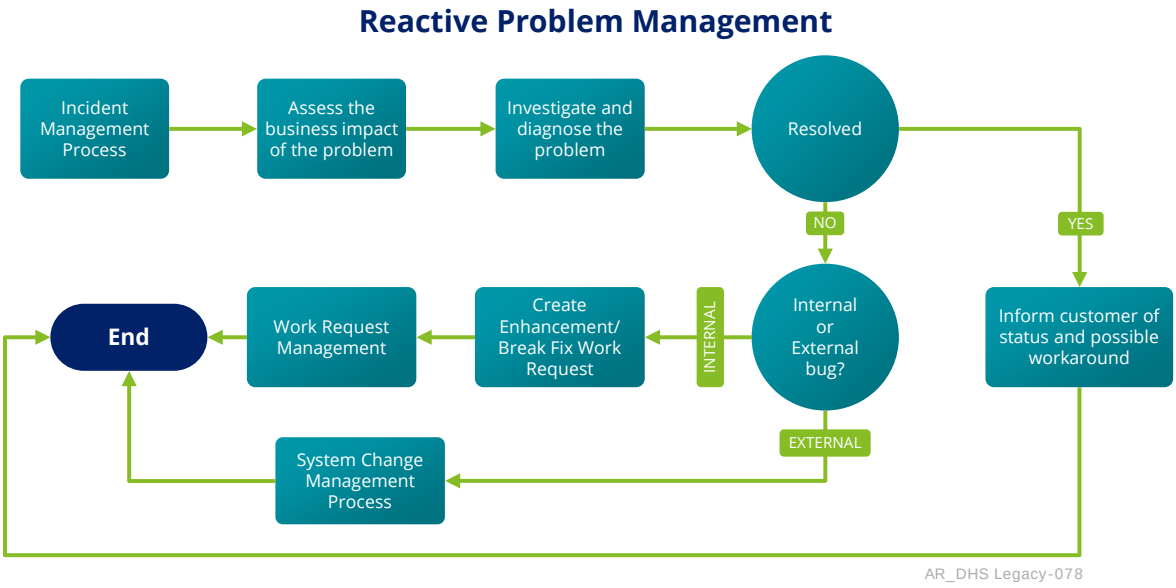


Figure 7-16. Reactive Problem Management.

As part of the Monthly Status Reports we provide status report detailing the root cause of and work around procedure for correcting recurring incidents until closure through a permanent fix is determined by DHS.

User Account Administration

Our primary focus will be to assist DHS to operate its Identity and Access Management (IAM) solution in addition to defining user account maintenance procedures. This includes performing routine account administration activities, maintenance of access profiles, and developing or maintaining account management procedures.

Our Approach

Deloitte will leverage the existing hierarchical role based framework that is part of the ISS portfolio. The framework provides individual users with an industry standard Role Based Access Control (RBAC) model for accessing any ISS application. As part of a RBAC model the ability to create, modify and delete roles will be maintained. Defined users have the ability to maintain user role assignments and suspend inactive user accounts in real-time.

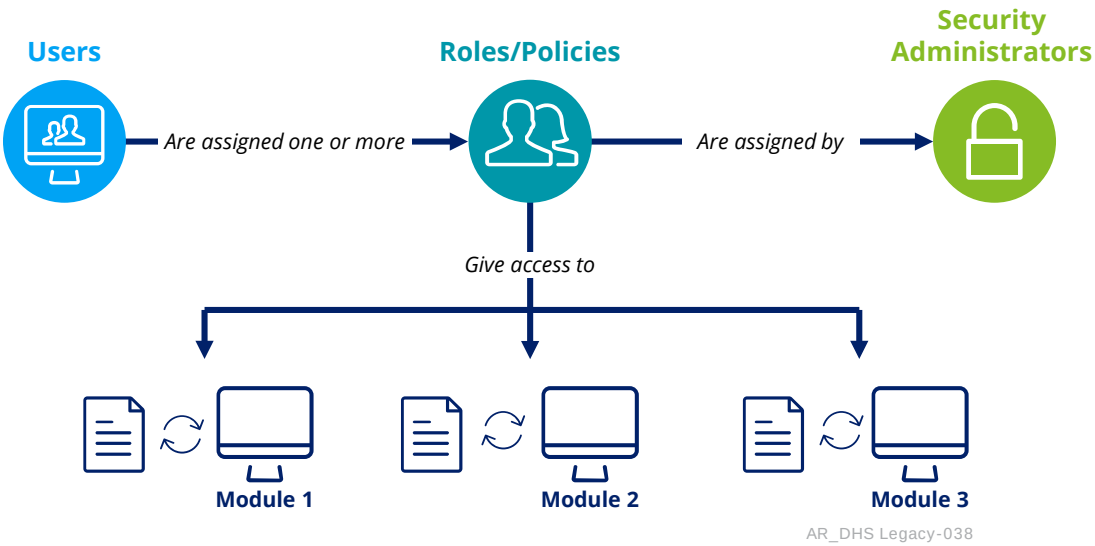


Figure 7-17. Role-Based Access Control.

Deloitte will assist the State in performing the following tasks to manage user accounts' access to ISS Applications:

- Provide application specific access to DHS applications for new staff after approval from user's supervisor
- Work with DHS to revoke access privileges for terminated employees
- Identify and remove old user accounts
- Monitor and change passwords to administrator/special access accounts when there is a change in the user requiring access, communicating such requests promptly to DHS

User account maintenance procedures

Deloitte will identify and understand the user account maintenance procedures currently used to address requesting, establishing, modifying and closing user accounts and related user privileges. We provide assistance to DHS in developing/ maintaining its set of user account

management procedures. These procedures would apply for all users, including administrators (privileged users) and internal and external users.

Security

Security is no longer an option but a necessity. Deloitte's services can help the State reduce the risk of a sensitive data breach by providing an experienced team of professionals to implement and maintain the Information Support Services for the State's Department of Human Services (DHS). In this section, we have outlined our approach to security administration and how we will address the security requirements listed in the RFP.

Compliance Assessments

Deloitte will work with the State to support Health Insurance Portability and Accountability Act (HIPAA) and Internal Revenue Service (IRS) 1075 compliance requirements with the help of our Risk Framework.

Deloitte's Risk Framework is designed to make it both easier to determine a rationalized set of security controls as well as streamlining the compliance management process on an ongoing basis. The Risk Framework provides a structured methodology to identify, manage, track, and measure compliance against the current legal and regulatory requirements applicable to the State. In addition, with our Risk Framework, we have enabled our clients to have a structured approach to compliance and simplify their ongoing compliance activities.

Deloitte will incorporate the security controls from the list of applicable standards identified in the RFP into our Risk Framework (several security controls already exist in the framework, including ones from Minimally Accepted Standards for Exchanges (MARS-E) 2.0 (published in November 2015) and Internal Revenue Service (IRS) Pub. 1075 (published in September 2016). These controls are also supplemented by our privacy controls that focus on data protection. With these controls Deloitte will work with the State in order to assess protection of data hosted, processed or shared by ISS Applications and tools throughout the data lifecycle - collection, storage, use, transfer and destruction.

Additionally, the data protection controls within our risk framework can be leveraged to assist the State in assessing the capability of its ISS applications to protect data. As such, these rationalized set of security controls serve as the baseline set of security requirements for conducting periodic risk and compliance assessments.

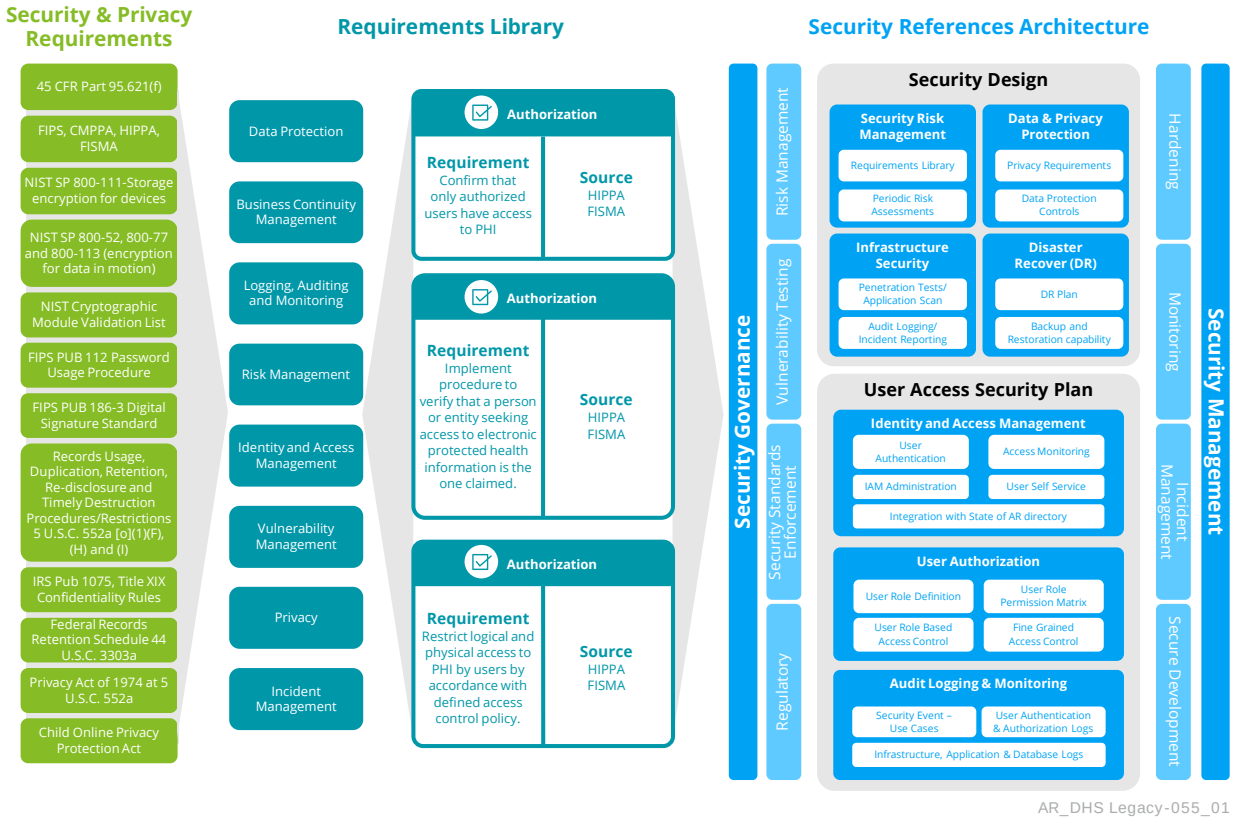


Figure 7-18. Approach to Meeting Security & Privacy Requirements.

How Deloitte will address the Compliance Requirements mentioned in the RFP:

- **Auditing Information Systems**

  Deloitte will work with the State to prepare for security review of the State's information systems and to help it draft reports and document controls as it pertains to addressing compliance gaps, risks, and vulnerabilities the systems may have.

- **Requirements of Security Audits**

  Deloitte will adhere to the State's requirements based on The State of Arkansas and Federal application security requirements, standards, procedures and policies when preparing for security audit or assessment of ISS applications. Deloitte will work with the State to mutually agree upon the scope of any security risk assessment that we may be asked to conduct.

- **Compliance with HIPPA, IRS 1075**

  Deloitte will address the requirements defined in HIPPA and IRS 1075 by defining security requirements based on the rationalized requirements from our Security Risk Framework and those defined in this RFP. Deloitte will work with DHS to review the results of the assessments and provide recommendations for remediation of the findings.

Application Security Plan

The application security plan brings a structured approach to planning and implementation of security and privacy controls for the solution. The application security plan is typically used to document the security and privacy controls that are applicable to the system boundary for DHS applications.

The following figure highlights key components of Deloitte's approach towards an application security plan that includes System Identification, Identification of Management Controls, Identification of Operational Controls and Identification of Technical Controls.

System Identification	Identification of Management Controls	Identification of Operational Controls	Identification of Technical Controls
Based on: • Applicable Federal/State of Arkansas regulations, standards and policies • Organizational and individual responsibility matrix • Compliance and Privacy Impact Assessments	**Based on:** • Risk assessment methodology and approach • MARS-E 2.0 and IRS security and privacy requirements • HIPPA implementation requirements • Policies and procedures	**Based on:** • Physical and logical security requirements • Contingency plan • MARS-E 2.0 and IRS security and privacy requirements • HIPPA implementation requirements	**Based on:** • Logical access controls • Application vulnerability management • Auditing capabilities • MARS-E 2.0 and IRS security and privacy requirements • HIPPA implementation requirements

Figure 7-19. Components of Our System Security Plan.

Deloitte works with the State to maintain ISS application security plan and updates it leveraging our Framework and Library that includes security requirements from various sources along with other leading industry standards. The application security plan is updated once annually with results from the State conducted objective security assessment. Deloitte assists the State in documenting and maintaining results of such objective security assessments including results of internal control testing and audit reviews.

Physical and Logical Security Plan

Deloitte also assists the State in reviewing and maintaining the documented physical and logical security plans in accordance with DHS' security policies that would be incorporated within our Risk framework.

- In maintaining State's physical and logical security plans, Deloitte typically reviews and updates relevant physical and logical controls corresponding to each of the devices that provide physical or logical access to State's sensitive data and systems.
- Deloitte supports the identification of the critical resources or systems with particularly sensitive data such that only end-users with authorized access permission will be allowed to enter these areas (e.g., read access in logs, write access in some folders, etc.).

- Reviews are typically conducted annually, however, the frequency may be customized based on State specific requirements and criticality of the resource.

Secure User Access

Deloitte leverages the existing CA – Identity and Access Management suite of products to help provide authentication, authorization, identity and password management capabilities for the DHS applications. We manage users according to the State's current account management policies and procedures. Deloitte leverages the automated workflow capability to manage the user account life cycle including requests and approvals. We work with the State to determine designated requesters, approvers and recipients of notifications to establish workflow processes that meet your requirements.

Security Procedures

Deloitte has developed a focused approach for policy and procedure development and management, designed so that the policies and procedures appropriately address legal, regulatory, or business requirements and that these are appropriately approved, enforced and maintained.

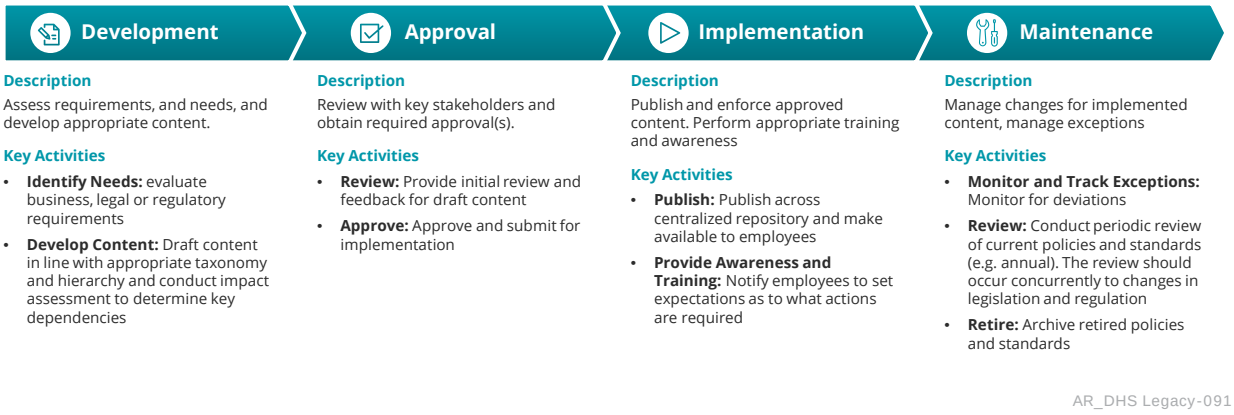


Figure 7-20. Security Procedures.

Deloitte leverages its proprietary approach and works with the State to develop documented procedures on super user privilege management, database activity monitoring controls and background checks for personnel with privileged access rights by taking into consideration the State's access management policy and associated procedures. Deloitte established background check processes for privileged users are designed to facilitate State's compliance with regulatory requirements as well as to reduce the threat scope before issuance of privileged credentials.

Deloitte generally requires that background investigations be conducted for all personnel at the time that they join. Potential issues that are identified in the background investigations are reviewed to determine if they are job related or pose a risk to the State, its personnel, or clients.

Additionally, maintenance procedures for ISS applications are also documented. These maintenance procedures provide adequate guidance on tracking, monitoring and reporting deviations, violations, and exceptions to the procedures, processes for conducting periodic

reviews and communicating observations and/or recommendations, and identifying any procedures that require retirement.

Maintenance of Security Audit Documentation

Deloitte works with the State to provide templates for conducting and documenting security audits, and testing of internal controls. Deloitte plans to leverage its experience working with clients on application security audits and conducting IT controls testing exercises.

Documentation is developed using Microsoft Word and electronic copies are provided to the State for distribution and future use, which can be placed on the project SharePoint site, internal shared servers, or web sites for easy access by staff members.

Deloitte has a successful history of developing similar documentation for our previous and current application maintenance & operations clients. Deloitte will also assist DHS to maintain the operational documentation required for ISS Application security audits and internal control and control testing, including review of the system logs and reporting of anomalies.

Security Patch Management

Deloitte works with DHS to confirm the vulnerability management process to be established for reviewing and classifying security patches for its applications and associated reporting requirements based on Deloitte's Patch Management methodology.

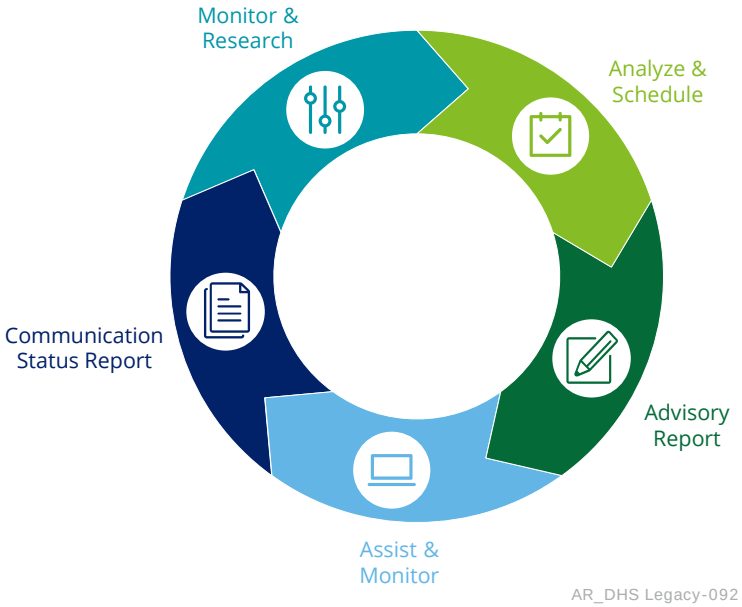


Figure 7-21. Security Patch Management Activities.

Deloitte works with the State's support team and software vendors to keep abreast of published vulnerabilities. Once identified, Deloitte works with the state to analyze these vulnerabilities, to determine the critical assets to which they apply, and to notify the State to apply software patches as required per the State's patch management policy and associated procedures.

A typical patch management process includes the following activities:

- **Monitor and research**: Monitor vendor sources to identify and gather new patches
- **Analyze and schedule**: Based on the State's critical infrastructure details, understand the devices that will require patch. Assign sensitivity, criticality and schedule for implementation of patches based on pre-approved criteria.
- **Prepare advisory report**: Prepare a report listing applicable patches application-wise or Operating System wise
- **Assist and monitor**: Assist the State's IT Ops Team in analyzing and distributing patches for various system assets across DHS and DIS, along with a tracker of patch level and patched assets
- **Communicate status report**: Prepare reporting mechanism to get granular visibility into patched and unpatched software for compliance reporting, compliance assessments & audits along with patch status dashboard for the State stakeholders.

Reporting

Deloitte works with the State to report security and privacy non-compliance incidents to the DHS Project Manager as well as evaluate new security threats and counter measures that could affect the applications and provide recommendations. Deloitte assists with the development of standardized reporting templates in alignment with the State's requirements.

Typically, security incidents are to be reported according to the incident handling procedures. Deloitte understands the existing security incident reporting processes that analyze inputs, alerts, and reports from various sources such as QRadar SIEM solution, physical security incidents, disaster events that have security implications, anonymous calls to identify potential security incidents, etc. These reporting and communication processes also address the key regulatory requirements established by regulatory sources such as HIPAA and HITECH.

Change and Release Management

Change is an inevitable part of software development, to meet the evolving needs of the system. Deloitte's Change Management approach streamlines the workflow for the addition, movement, change, and/or deletion of managed Equipment and Software. Changes subject to this process include upgrades, patches, service patches and other mandatory or requested changes to the infrastructure supporting the ISS Applications. Our change management approach is based on ITIL standards, has been proven to work on transition projects. As part of Transition, Deloitte will review and integrate with existing DIS processes for Change Management.

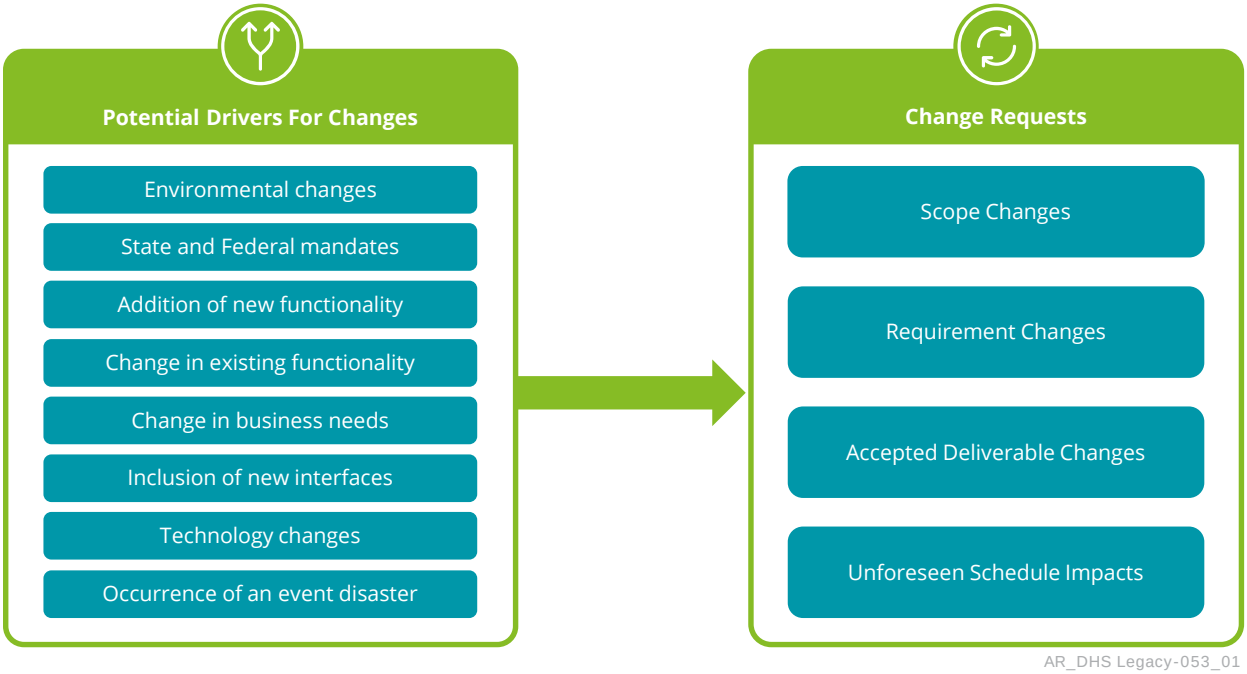


Figure 7-22. Change Management.

Deloitte has proven its ability to incorporate client change management processes, in a multi-vendor operating environment, into our approach and use these adopted change control processes to manage changes on each of our M&O projects. We provide the detailed insights needed into the change impact and estimate to improve the DHS's decision making. This includes detailed impact assessment and transparent estimates based off our business and technology experience from our National network of similar HHS projects. Deloitte will adhere to DIS' change/release processes and recommend improvements to the existing change management procedures to confirm that system changes are thoroughly documented, reviewed, planned, and receive a timely decision.

We work collaboratively with the DHS and not only identify and submit any ISS Application changes but also communicate, assess, monitor, and control them in compliance with DIS' Change/Release Management process. Our experienced team assesses the business needs, determines potential approaches, and identifies strategies to avoid unintended impacts to DHS' business processes. We provide detailed impact assessments, which yield greater success in implementing high quality changes on time and within budget.

Deloitte's detailed and transparent Change Management Process is described in further detail in the *Approach to Modifications/Enhancement* section of this template**.**

M&O Requests

We understand that Change request process can be initiated from telephone calls to Help Desk from clients, DHS Form 357 requests, PCR requests, client meetings, system requirements, federal or state mandates, or CIO requests. Once a request is logged and assigned, Deloitte Operations team will work with our Development team to estimate the effort involved in developing and testing the change. Our method for estimating the work effort associated with

maintenance activities and break-fixes is mature and highly evolved to produce reliable, accurate estimates. Deloitte recognizes the value in operational data not only for reviewing historical events but also for anticipating future ones. We draw upon our broad experience on similar HHS systems to bring predictive operations to DHS through our Maintenance and Operations methodology. If the effort involved to implement the change is less than or equal to 80 hours, the request will be classified within the Baseline (BL) /M&O Applications scope and addressed through our maintenance and operations build cycles.

If the effort is greater than 80 hours, the request will be classified as Above Baseline (ABL). The enhancement requests will be logged in PMC and follow the Change Request process as outlined in *Approach to Modifications/Enhancement* section of this template**.** Enhancement/ modification requests will also go through a detailed effort estimation process as elaborated in that section.

Change Management Software

We understand DHS is currently using Tracker, Quality Center and SharePoint to track and manage the Change Requests. As described under the *Approach to Transitioning ISS Applications M&O* **,** Deloitte is recommending the use of PMC tool to document and manage all change requests that need to be considered for various releases throughout the life of the M&O period. The Project Management Center (PMC) supports and automates the project management methodology. PMC customizes Hewlett Packard's Project and Portfolio Management (PPM) software tool that is tuned for large-scale system implementation and transfer projects. We have successfully employed PMC on many large HHS projects and recommend it for the ISS project's management approach. Once the Deloitte and DHS leadership identify and define the project planning structure and guidelines, the plans can be fed into the PMC tool to manage the conformance of project team members and their work to these plans. PMC is used for management of action items, change requests, issues, risks, and decisions. It comes with pre-defined and customizable dashboards, workflows, portals, and reports, providing insight into the project's health. DHS and identified stakeholders are provided direct access to PMC so that they can monitor the progress of the project at any time, providing greater transparency of project status. Use of PMC to manage all Change requests will promote a centralized platform for managing and delivering the change requests.

Following is a sample Change Management dashboard from PMC.

Figure 7-23. Project Management Center (PMC).

We are open to using existing software and will adopt our processes to the selected software based on the decision made by DHS at the beginning of the Transition phase.

Release Management

Release management is critical due to the dynamic manner in which periodic State and Federal policy changes are released, often with mandated implementation deadlines. Deloitte is currently delivering services to HHS programs in states across the US, and we closely monitor for potential policy changes that could impact these programs. This collaboration between our Federal and State HHS practices enables us to stay up-to-date and anticipate policy implications. This allows us to plan far enough in advance and package releases appropriately to reduce the risk of missing deadlines.

Deloitte's Release Management Approach for the ISS Project provides a reliable mechanism that values inputs from DHS stakeholders, and provides DHS with enhancements and break-fixes with minimal disruption to daily operations. Deloitte's experience in executing synchronized software deployments and upgrades for enterprise solutions enables us to deliver planned and coordinated releases. Release planning is also critical to efficiently managing the backlog of existing defects in the ISS Applications in parallel to implementing necessary solution enhancements and conducting traditional M&O activities. We will work with DHS for release planning, defining the scope and frequency of the releases.

Prior to production deployments, we prepare pre-production release software for production and pre-production testing. Once release software is verified during pre-production testing, production release packing activities begin. Deloitte will follow DHS standard process and procedures, and leverage industry best practices for release management and support DHS with release packaging. We also provide required scripts and documentation regarding each ISS Application change/release.

The following figure lists the features of our approach to release management and benefits to DHS.

Features of our Approach	Benefits to DHS
Planning and Communication - Rigorous planning and preparation involving multiple stakeholders, identification of contingency plans, and communication	• Reduces the change for "surprises" that cause unplanned schedule and release changes allowing us to deliver your software releases on-time • Prepares the Agency for potential scenarios and provides comprehensive communication to stakeholders
Support Parallel Development of release - Our design of streams and configuration management practices enables the team to conduct parallel development of releases.	• Team is able to work on multiple releases and iterations at the same time, speeding up the solution development. • Facilitates optimal use of resources
Version Tracking - Application code along with configuration files and third party libraries are version controlled.	• Enhances stability of application code and institutes consistency while concurrently developing multiple releases • Enables DHS to trace and compare changes in application code between different releases
Coordinated Promotion of Application Components - Components of the solution are managed, built, and promoted through a coordinated approach, including code, configuration items, properties files, static date, and third party libraries .	• Our team delivers the solution as a package with dependent components. • Reduced build and deployment times • Provides test teams with speedy access to builds • Builds available for higher environments are identical to the ones tested and certified by test teams.
Use of Check-out and Check-in Procedures - Developers check out a file before making code changes and then check it back into source control.	• Enables multiple development teams to work on the same modules without impacting each other. • Provides for easy comparison of same code and configuration files checked in by multiple developers
Release Notes - Comprehensive pre-deployment, deployment, and post deployment checklists with full release notes	• Reduces risk of a failed deployment and migration into the Agency hosted environments saving your IT staff time • Improves the consistency of the deployment and migration reducing the delivery time of new changes for testing

Figure 7-24. Features and Benefits of Our Release Management Approach.

As part of Transition, we review and align our process to DHS release management process

Configuration Management

Deloitte understands a robust Software Configuration Management (SCM) process is required to effectively manage system change. Deloitte's SCM process provides the underpinnings to successfully build, release, and manage changes in the numerous applications that are part of ISS portfolio. As part of overall configuration management, a strong Configuration Management Plan will be included in the Applications M&O Plan.

Deloitte recognizes that while the software tools are important, they need to be coupled with demonstrated Software Configuration Management (SCM) processes. We also understand that ISS is a complex portfolio with applications operating in mainframe, Client server / web based technologies. The configuration software will vary by the technologies of the supported application. Deloitte has extensive experience in supporting HHS projects using similar hybrid

approach. As part of transition, Deloitte would update an inventory of all applications in the ISS Portfolio. Deloitte follows DHS approved and industry standard processes and leverage existing ISS configuration tools such as CCM/LCM, Visual Source Safe and AllFusion Harvest for the respective technologies and integrate our configuration processes to effectively manage the software configuration.

We will use a systematic Software Configuration Management approach that has been successfully applied to numerous HHS projects across multiple states. We will work with DIS to continuously improve the Configuration Management approach, customized based on advancements in industry standards, insights from our other large-scale Public Sector projects across the country, and progress forward on ISS.

The Deloitte will use DHS approved and industry standard processes to manage software and configuration management for the appropriate physical environment. We will develop and maintain streamlined and effective configuration management practices in accordance with DHS guidelines.

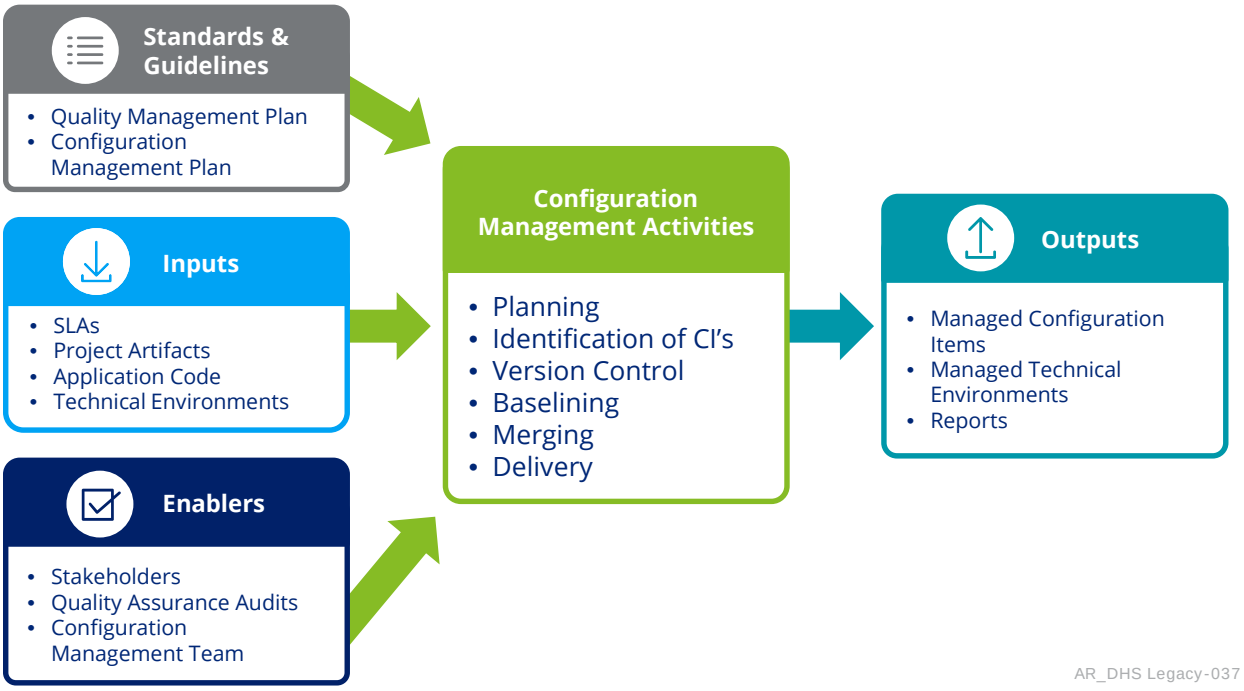


Figure 7-25. Overview of Configuration Management.

The figure above shows the overview of our configuration management activities. We depict the inputs, enablers, standards, and guidelines that will govern the activities and the result of our configuration management activities. The drivers for Configuration Management activities as shown in this figure are SLAs, managed artifacts and the technology for managing these artifacts. Our methodology incorporates these drivers for successful configuration management processes for the ISS Applications.

We perform Configuration management activities controlled through the Standards and Guidelines specified in Applications M&O Plan. As part of our multi-pronged approach we:

- Maintain ISS Application software configuration in the DIS configuration management tool and capture any ISS Application software configuration changes included in any change request.
- Confirm up-to-date and accurate ISS Application configurations are captured in the configuration management tools; any errors should be reported to DHS immediately
- Maintain an inventory of all applications in the DHS environment (including all attributes captured on the application inventory provided in the procurement library)

Deloitte brings deep understanding of HHS technical experience related to the current technical environment of DHS. We also bring experience in middleware management including application related COTS (PowerBuilder IDE) and ETL management where we will leverage the shared middleware repository provided by DHS for maintenance and operations activities.

Disaster Recovery

Deloitte's approach to Disaster Recovery (DR) and Business Continuity (BC) builds upon leading industry practices drawn both from past experiences and serving States with projects of similar size and scope. We understand the DHS's need to sustain critical business operations even during catastrophic conditions. We understand that during a disaster, ISS Portfolio of Applications will be one part of the overall business continuity action plan that DIS will need to execute. Given our experience, Deloitte recognizes there are several possible external events that can make the systems susceptible to an outage. These can include but are not limited to:

- **System Failures.** Hardware failure of critical servers or disk failures.
- **Natural Disasters.** Catastrophic events such as earthquakes, tornadoes or fire.
- **Man-made disaster.** Human errors, fire, theft or sabotage, electrical power outages.
- **Electronic Attacks.** Security breaches, hackers, computer viruses.

The mitigation strategies for each of the above will vary and are driven by acceptable downtime limits (the length of time the system is unavailable) and budget constraints. As part of our Disaster Recovery approach we will collaborate with DHS and participate in Disaster Recovery planning and identify appropriate resources to support DHS' disaster recovery planning, testing and execution.

Disaster Recovery Plan focuses on critical processes or business units, core competencies, key personnel, Recovery Time Objective (RTO) & Recovery Point Objective (RPO), alternative locations, command & control, vital records protection, workarounds and interim operations.

Upon completion of the planning phase, Deloitte will assist DHS in Disaster Recovery testing activities. Disaster recovery testing best practices dictate regular, consistent and thorough testing utilizing testing tools when applicable. Deloitte provides a robust and comprehensive DR testing approach to enable testing success:

- **DR Testing Templates.** To address a thorough sampling of operational components
- **DR Test Metrics.** Tier I metrics analyze the basic underpinnings of a BC program. Tier II metrics are more detailed and granular, and address data protection and recovery
- **DR Testing Strategies.** To include build to recovery testing, verifying that the right people and processes have been identified for recovery testing, and deploying solutions
- **Cost Effective DR Testing.** To include eliminating noncritical assets and processes

As part of the Disaster Recovery testing support Deloitte assists DHS with the following activities:

- Plan and schedule disaster recovery testing,
- Recovery of the ISS Application
- Recover data and storage according to RTO requirements
- Design back-up using DIS architecture
- Assist with/resolve remediation of recovery issues
- Establish WAN connectivity from data center to the State/DHS WAN

During the testing effort, Deloitte reviews the Disaster Recovery Plan and determine if updates need to be made. Deloitte will assist DHS in identifying required changes and updating the Disaster Recovery Plan.

In the event of a disaster, we support DHS and perform the tasks outlined in the Disaster Recovery Plan to confirm all ISS Application related disaster recovery activities are completed.

Break-fix

Application issues and system failures are an inevitable part of software systems for every project team - large or small. One of the critical success factors to effectively manage maintenance activities across systems is to provide transparency to production issues, failures, and user reported incidents and promote understanding within the DHS. Production system issues may include user reported system bugs, program or application failures, data inconsistencies or errors due to underlying code issue, batch job failures etc. During this phase we provide resolution to failures (not functioning as designed) encountered ISS Application portfolio with performing associated analysis, design, coding, testing, communications, documentation, and implementation. This includes the issues encountered in the course of keeping application packages up and running.

Production Incident management is essential for checking that critical services and benefits DHS provides are not delayed as a result of an error in the system or unfulfilled requirement. Our approach to production incident management is focused on timely reporting, transparent analysis, and mutually agreed on prioritization for corrective changes.

Identification

Identification of the issue is the first step prior to impact analysis, design, build and test application fixes. A system issue can be an error, failure, or fault in one of the ISS Applications that produces an incorrect or unexpected result. This incorrect or unexpected result is not aligned with the current or intended system design specifications. When these issues occur in the production environment, they are reported and documented in CA Service Desk, Quality Center and TFS. These issues could have been reported by end user as incidents or identified and logged by the Operations team.

Analysis and Prioritization

The Operations team will gather the required information, perform the necessary analysis, determine the priority of the incident, and assign the incident to the Deloitte Operations team. We review and validate existing system issues and work with DHS to prioritize the fix based on criticality and impact to the business. As part of the analysis Deloitte analyzes the effort required to fix the reported incident. If the effort required to resolve the issue is below 80 hours, it is classified as BL to be implemented as part of M&O build cycles. The items requiring an effort above this limit will be classified as ABL.

Incident triage meetings will be held with DHS to determine the effect of each incident, effort required for resolution and plan for timely resolutions to address the most significant system issues as early as possible. Our approach allows DHS to be involved throughout each stage of incident management so that DHS's vision of improved service delivery can be achieved.

Develop and Test Fix

Upon accepting the defect, we execute the defect management process that includes development, testing, and release phases. Deloitte's Technical team consists of functional and technical leads who are skilled as highly qualified technologists, experienced in the ISS Applications tools and technologies, our system development methodology, and HHS experience. Together, they work to maintain and operate a series of applications which are both functionally and technically sound. Furthermore, Deloitte's testing team consists of experienced staff in testing processes and methodologies as well as staff with deep experience in HHS systems.

Deloitte's code development process delivers high-performing development artifacts to DHS based on proven industry standards, production-proven industry practices and highly skilled technical practitioners to deliver quality.

As part of our development and test approach, we review DHS coding standards and production-proven industry practices. Prior to starting code development, team reviews the approved detailed design deliverables and approved application behavior by DHS. We then conduct coding, to address failures that cause crashes, hang-ups, data loss or corruption, erroneous results or any other ISS Application related issues which impact the end users' ability to perform their work.

Upon completion of coding activities, unit testing is performed by development team. In order to enable smooth and thorough testing process Deloitte will coordinate with DHS in maintaining test environments. These maintenance activities include refreshing test environments, copying

data from production to test if necessary and defining backups and restores. Post unit testing, system testing is conducted. Finally, the fix is verified by DHS subject matter experts during UAT testing prior to deployment.

System / User Documentation

We understand that documentation is a critical component of maintaining an effective and efficient system. We use an approach that results in complete documentation and is flexible enough to support your changing business needs. Deloitte will maintain existing user and system documentation for all the applications that are part of ISS Portfolio. Deloitte will update the user and system documentation prior to production implementation and submit to DHS for review. We also document maintenance procedures for all apps and anything unique to each application.

We use a multi-step process for documentation that begins with acquiring a foundational understanding of the need for updated or new documentation, and includes reviews by Deloitte leads and QA resources to achieve high quality, accurate documentation for review by DHS. Upon DHS review and approval, documentation will be distributed to end users. Deloitte will work with DHS to provide documentation to end users throughout the life of the project. For more details on our Documentation Management process, please refer to the *Approach to Modifications/Enhancements, Documentation Management* section in this template.

In addition to the system/user documentation, Deloitte also maintains and updates business rules stored in editable tables and provide assistance with setting up supplemental tables (excluding code changes due to a business change).

Throughout the maintenance and operations efforts for ISS Applications, we will align our work to maintain these established documentation standards and continuously update plans, design documents, development artifacts and training materials as necessary to keep them up-to-date.

Training

Deloitte is unique in our ability to provide end-to-end capabilities in support of the systems we implement. As a truly integrated service provider, our comfort zone extends well beyond the design and development of the technical solution. Deloitte is a recognized leader in the training field. We are regarded as one of the most innovative learning organizations in the world. We have transformed our ability to train and develop our global workforce by using the same methods, tools, and strategies that we bring to our clients. Having “walked in our clients’ shoes” enables us to bring practical learning strategies to our projects.

Deloitte Training Team provides required formal and informal training to DHS staff, train other development and support staff on a given system, language or tool. In addition to that we provide customer training as part of the M&O process whenever system changes are delivered with training impacts.

Deloitte Training Team updates existing training materials for impacted ISS Applications and training DHS Training team on system modifications that are made as part of M&O build cycle. Our training delivery methods are based on adult learning principles and include current techniques to increase understanding and retention. Training activities are aligned with M&O

releases of ISS Applications to provide timely and targeted guidance to DHS Training team and surveys are used to gauge the level of training effectiveness.

Deloitte's approach to delivering a system training program is closely aligned with the overall system development, testing, and deployment life cycle. Requirements, roles, and responsibilities, and assumptions related to the training program are documented, discussed, and agreed upon as part of Transition phase in our M&O plan. Our objective is to provide services to support an accelerated acceptance of new business processes and technologies, and help the end users, system administrators, and technical staffs gain the required knowledge and skills to support the successful maintenance and operations of the ISS Applications. Deloitte will provide training development and systems support staff on new packages or tools that are deployed during maintaining and operating ISS Applications.

Data Fix Process

Data management maintains the production environment data integrity for business use. The goal of any large system operations is to automate data management or minimize the data corruption or data inconsistencies. While this may not be realistic with a complex portfolio like ISS due to its numerous applications and interfaces, a continual focus on identifying and fixing the source of data issues drives improvement in this area.

Based on our experiencing managing data fix process in similar HHS M&O projects, data fixes may be required due to the following reasons:

- End-user corrupts the production data by misusing or incorrectly using one of the ISS applications. These will be reported by end-users via Service Desk.
- Deloitte Operations team applies data-fix as a temporary workaround for a system issue until the permanent code-fix can be deployed to production.
- Deloitte Technical team identifies data-fixes that are required to resolve the data errors/inconsistencies caused by a system issue. These data-fixes are often coupled with the associated code fixes and tagged to the same production release.

Addressing data issues requires a deep understanding of the ISS applications and qualified database administrators that understand the various relationships between the data elements. Deloitte staff proposed for the ISS Project understand the underpinnings of HHS systems, and have experience working on similar large HHS M&O Projects. We know based on experience that data fixes are symptoms of other major issues in the system. Systematic analysis to identify and fix the root cause is important to prevent the issues from occurring in future. Every issue is investigated for the root cause, and an analysis is performed to gauge data fix impacts. Any necessary data fix will follow a process similar to an application change, where a database script is developed and tested through the appropriate processes in lower environments. Results are then validated and shared with the stakeholders before executing the change in production. A data fix is a set of insert, update or delete statements that are applied to erroneous records in the database. To verify that the data fix appropriately impacted only the targeted records in production environment, planned and actual record counts are maintained**.**

While we address existing conditions that cause data issues and implement necessary remediation processes, we will also work with ISS Applications subject matter specialists to analyze why data issues occur in the first place. This root cause analysis helps us to recommend application changes that may prevent issues from arising in the future.

Preventative and Perfective Maintenance

While break-fix and resolving user reported incidents is a key responsibility of the Deloitte Operations Team, we will not wait for defects to happen or system modifications to be handed to us. Deloitte emphasizes preventive maintenance where we focus on improving performance and maintainability and proactively addressing latent defects and to find and eliminate errors before they can impact the business and performance of an application, rather than a reactive corrective approach. When opportunities to improve efficiency and prevent errors/downtimes are identified, they are tracked, analyzed, prioritized and resolved using the same process as user reported incidents (as explained within the *Incident Management* section earlier in this template).

From perfective maintenance principles stand point, we collaborate with DHS to integrate our operational activities into DIS' standard processes and continuously identify opportunities to improve the processes. Throughout the maintenance and operations activities we continually identify, and where appropriate, implement M&O improvement opportunities including:

- Improving or automating support processes
- Continually monitor data quality and identify opportunities for improvement
- Report on data quality issues, support improvement plans
- Support DHS in master data management process and provide reports (e.g. list of duplicate clients)
- Removing "dead code"
- Identifying opportunities to retire legacy systems
- Improving the quality of developed code
- Proactive elimination of recurring problems
- Improve performance management
- Improve capacity management
- Support data acquisition for bi-annual benchmarking
- Provide usage information from cost allocations/chargeback perspective
- Maintain/enhance procedures for performing ISS Application specific administration that meet requirements and adhere to defined policies

Our approach also utilizes Code Refactoring where we monitor high volume transactions, critical business functions, and transactions that take longer times to respond to than usual. We extract one or more smaller sub-routines from a larger routine or removing duplicate routines and replacing with one shared function. We also track defects logged against the production

application to identify areas to be further improved. Deloitte uses these as criteria to evaluate and prioritize items for refactoring as shown in the following figure. Once the opportunities to optimize the application are identified, we log them as incidents so they can follow the standard prioritization and resolution process.

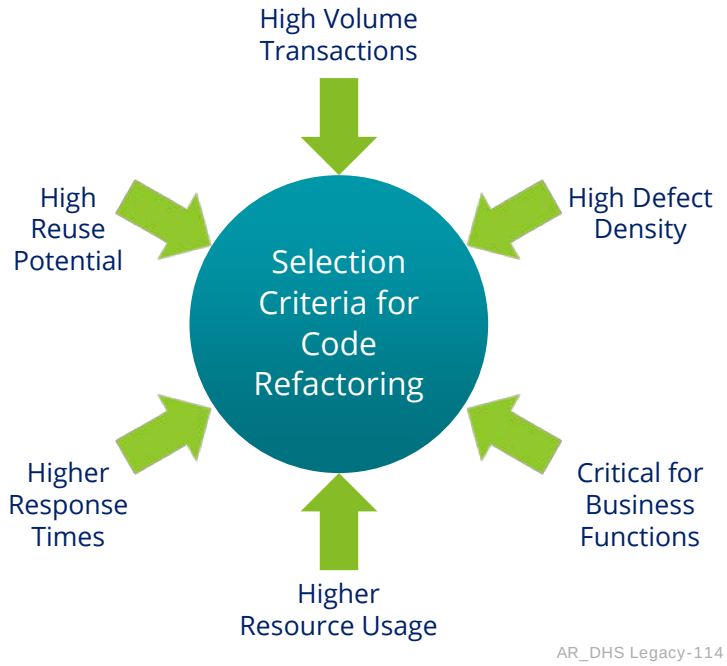


Figure 7-26. Selection Criteria Used for Code Refactoring.

Deloitte will also work with DHS staff to improve internal support-related processes, identify 'pain points' or 'operational workarounds' that increase case processing time and decrease case worker productivity. This includes identifying processed for reducing time spent looking for the root cause of problems and proactively addressing documented problems that would save enough analyst support time.

We also coordinate with DHS to periodically review and analyze the life cycle of a claim to determine which program causes the longest processing time from the end user. After identifying these pain points, Deloitte will work with DHS team to design and propose a solution to address the pain points. Based on the effort involved to implement the proposed solution that solution will be implemented as a PCR.

Adaptive Maintenance

In addition to Preventative or Perfective Maintenance principles, Deloitte Operations Team also leverage Adaptive Maintenance procedures for adapting the application to changes in the operating environment (e.g. required by infrastructure, operating system, etc.). These activities include:

- Installation, configuration and testing of dot releases and patches of Vendor package/COTS software (excluding major version upgrades to vendor package/COTS software)

- Required upgrades to a new version of the application's DBMS, language(s) and/or operating system
- Testing the application following changes to the hardware environment
- Forced Currency Code subroutine conversions
- Accounting distribution edits subroutine conversions
- Changes to support application security and required modifications due to new Framework versions
- .Net, Java upgrades
- Develop service requests whenever the Deloitte requires changes to the infrastructure provided by DIS

These activities do not include the items requiring effort that is ABL, which are considered as enhancements.

Status / SLA Reporting

Deloitte recognizes the DHS's need for meaningful Status Reporting. Status reporting helps measure work performance, promote continuous improvement, and provides the state with insight into the quality, efficiency, and timeliness of the overall service. In collaboration with DHS, we define and establish the means to report on key project performance levels. Using the proper tools, techniques, and processes, DHS team members and stakeholders are informed of the project status to avoid surprises and confusion.

Deloitte understands the importance of timely progress reporting and communicating the information to the stakeholders to address any risks or issues in a timely manner. Five key principles drive our approach to this critical thread of project management:

Status Reporting Principle		Description and Benefits for DHS
	Document and Assign	Status reports and issues are documented and tracked with a clear assignment of owners and follow-up steps. This information is captured in our PMC tool, providing DHS with one source for issues affecting the project.
	Quantify and Measure Progress	A project of this scale requires a quantitative measurement of progress. We measure performance against the project plan, as well as quantifying areas such as the number of outstanding issues, number of system defects, and number of completed test scenarios.
	Clear Lines of Authority	Staff members have a clear understanding of who owns which part of the project and system, and who they can go to clarify issues. Regular status meetings encourage identification and resolution of issues.
	Agreed on Escalation Procedures	Project issues need to be resolved quickly to keep the project on schedule. Clear delineation of when and how issues are escalated is provided to Deloitte and DHS staff based on the agreed communication plan.
	Meet Regularly	Face-to-face meetings are the lifeblood of communication on a project of this scope and complexity. Meeting regularly at different levels of the project team (and as needed to higher authorities) to discuss and record project progress and escalate issues for resolution is key to maintaining project progress.

Figure 7-27. Project Status and Progress Reporting Principles.

Deloitte's approach provides consistent and meaningful status reporting to DHS.

Project Management Center

Project Management Center (PMC) is used for planning and monitoring including, risks, issues, work plans, scheduling, resource allocation, time tracking and budgeting.

The following figure provides key features of the PMC tool:

Key Features of Project Management Center	
Project Summary Dashboard	The PMC provides a high level dashboard of the overall project status with drill down capabilities to the details of milestones, tasks, and deliverables. Exception messages provide the project manager with a view into the health of the project and areas that need additional attention.
Work Plan Dashboard	The detail project metric information is obtained from MS Project or the PMC Work Plan dashboard. The work plan provides the ability to filter the plan by tasks complete, tasks in progress, and tasks not started. Time spent and time remaining on tasks is provided based on the actual work plan status and effort reported by team members assigned to a task. The work plan dashboard also provides multiple views of the plan.
Project Settings	The Project Summary Dashboard provides an overall health of the project, coded red, yellow, and green based on the number of exception messages. Health metrics and calculations are defined in the project settings and are defined for project, schedule, cost, and issue.
Risk/Issue Manager Dashboard	The Risk/Issue Manager Dashboard provides a summary of risks/issues and classifies potential risks that could affect the project by type, priority, potential impact, and probability of occurrence.
Action Item Manager Dashboard	Action Item Manager Dashboard provides a snapshot of Action Items that are critical for project's success, by status, priority, due date
Decision Manager Dashboard	Decision manager Dashboard provides a summary of key decisions and decision activity by status, priority, due date and owner

Figure 7-28. Project Management Center (PMC) Key Features.

Monthly Status Report

Our reporting approach confirms that critical information flows both vertically (team members to project management) and horizontally (Engagement Manager to QA vendor). This Status report is a high-level overview of the project status, including the current project schedule and project deliverables. It specifically identifies any schedule variance of the project, reasons for the variance, and realignment strategies. In addition, our status report provides a brief view of activities planned for the upcoming time period, as well as tasks in progress, and reasons for outstanding tasks.

Throughout the maintenance and operations activities, the following reports will be provided to DHS 7 days after the month end.

Status Report	Description
ISS.3.1 **Monthly Status Report and Service Level Agreement Reporting**	• Provides status of the Deloitte's M&O activities to DHS stakeholders related to the core applications including • All SLAs in scope for the current reporting period

Status Report	Description
(15 Core Applications)	• Any new corrective action plans established due to the current reporting period • A relevant history of the SLAs reported on in previous reporting periods • Performed and planned M&O activities, • Activities being performed to increase efficiency of M&O activities • Operational changes and recommended changes • Documentation status and Hours spent by employee, broken down by warranty, M&O and enhancements by application, task and/or project
ISS.3.2 **Monthly Status Report and Service Level Agreement Reporting (Non-Core Applications)**	• Provides status of the Deloitte's M&O activities to DHS stakeholders related to the non-core applications including • All SLAs in scope for the current reporting period • Any new corrective action plans established due to the current reporting period • A relevant history of the SLAs reported on in previous reporting periods • Performed and planned M&O activities, • Activities being performed to increase efficiency of M&O activities • Operational changes and recommended changes • Documentation status and Hours spent by employee, broken down by warranty, M&O and enhancements by application, task and/or project

The report also provides DHS an overview of the following:

- The schedule variance from the plan and any significant departure from the plan
- A list of causes for any task that is due and delayed
- Issues and risks identified during this period and the recommended plan of action
- Performance Against SLA
- Risks Register
- Issues Register
- Critical Decisions Made
- Budget against each ABL project
- Status of Problems reported, resolution and root causes (RCA)
- A listing of any other topics that require attention from the ISS Project Director or from higher levels of DHS with action recommendations.
- Information in the Monthly Status Report status is a culmination of information shared in Weekly Project Leadership Team meeting, Weekly DHS Change Management Review Meeting, Weekly QA/Development/Network Coordination Meeting with other stakeholders

Our PMC tool is a major contributor to our status reports, as it is the centralized place for tracking schedules, resources, tasks/activities, and issues. Formatted status information is extracted from PMC and captured in status reports. Deloitte works with DHS to finalize the status reporting format, as well as delivery method. Monthly Status Reports are presented to

both leadership and Steering Committees during a meeting or distributed based on a mutually-agreed delivery method.

In addition to Monthly Status Report explained earlier, Deloitte will work with DHS and schedule/conduct meetings to coordinate across the threads of the project at DHS approved frequency. These meetings facilitate day-to-day interaction with DHS staff and help them identify additional requirements, changes in scope, or changes in priority that, in turn, could pose a risk to the initiative completion.

SLA Management and Reporting

Deloitte takes a very tactical, but strategic approach to service level management. We want to be held accountable for the services that we deliver and will work with client to define service levels that support the success of both client and Deloitte. We have reviewed the Service Level Agreements (SLA) included in the RFP and look forward to working with the Agency to finalize these during contract negotiations. Throughout the life of the project, we report performance against the SLAs that are defined by DHS. Our team's goal is to work hand in hand with DHS to address any SLAs that are not being met and address them as quickly as possible.

With Deloitte, you get a partner with a track record of meeting or exceeding service level agreements with our clients, especially while configuring, customizing, operating, and maintaining large-scale integrated eligibility systems. We have demonstrated success and deep experience managing and complying with service level requirements on each of our projects.

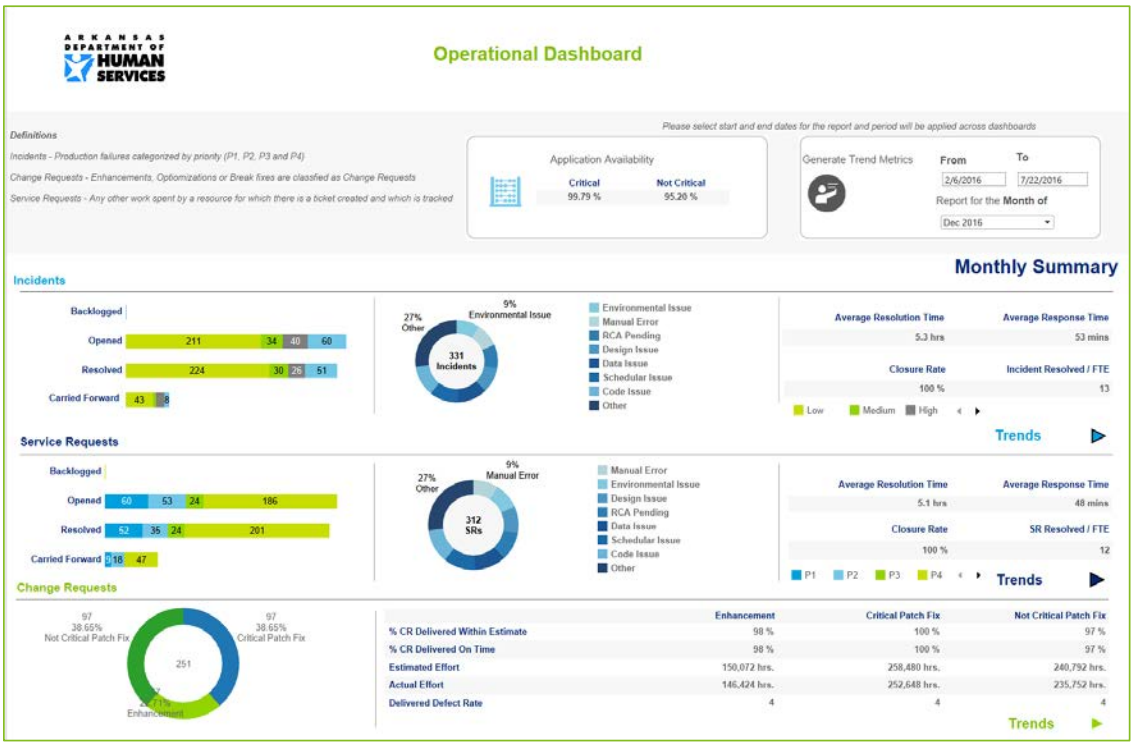
Our Service Level Management (SLM) methodology is consistent with the ITIL service management disciplines, which provides the guidelines for the identification, monitoring, and reviewing of the services provided. Its foundation is within Deloitte's SLA management processes (identify, define, manage, review, and feedback) and integrated with the key processes for maintenance and modifications.

Figure 7-29. Deloitte's Service-Level Management Framework.

Our approach to SLA requirements and performance expectations follows a structured process to evaluate and test the application to determine whether SLAs are currently being met or not. Since SLA criteria and definitions have been defined in *Template T-6_ISS Requirements,* we work from that point to manage performance against the defined service levels. From reporting perspective, specific SLAs will be reported to DHS according to the SLA reporting schedule. Our team logs issues for any SLAs that are not being met. Any SLAs that are not currently being met will be evaluated to determine its root cause. Once the analysis is completed, we submit the analysis to the DHS so that the fix can be prioritized and implemented. Baselining and meeting the agreed upon SLAs is only the first step in the process. With each system release our team proactively tests the system to verify that the SLAs will continue to be met and have not been adversely impacted by changes or enhancement to the system. This same level of attention is continued through each release of the application and is done to minimize any impacts to system availability. Additionally, we will proactively evaluate SLAs and monitor how close they are coming to hitting their thresholds. Those we feel may be in jeopardy of hitting their thresholds will be evaluated to ways to improve their performance. This is essential to confirm that the application is constantly monitored and tuned for performance.

SLA Dashboards

Our approach includes the use of a SLA summary dashboard provides a monthly trend for key SLA metrics such as Application Availability, Mean time to restore, etc. These SLAs are key quality metrics to assess how the Deloitte is performing and where the improvement areas are. We can work with DHS to define similar Dashboards for ISS Project and submit them as part of our Monthly Status Reports as well as a tool for daily monitoring.



AR_DHS Legacy_121

Figure 7-30. Sample SLA Dashboard.

Deliverables Management

Deliverables aid in helping DHS achieve overall quality and progress of the ISS project through their alignment with contract requirements. These deliverables also help DHS in developing improved project processes, system requirements, and application design. Deloitte will work with DHS stakeholders to create high-quality deliverables that are easily understood by the diverse stakeholder groups both within and outside of DHS.

Preparing the Deliverable Expectation Document (DED) is an important step to establishing a clear understanding of what a deliverable should and should not contain. The DED is critical to successful deliverable acceptance and usage. We have prepared the DED for the identified ISS project deliverables using the DED Template provided under the *Deliverable Expectations Document* section in tis template**.** Deloitte understands that the DED needs to be approved prior to Deloitte starting work on any deliverable.

As part of our approach, Deloitte conducts formal and informal walkthroughs and solicit feedback from deliverable reviewers to identify ways to continuously improve quality while staying aligned with overall deliverable management contract requirements. We demonstrate our commitment to producing quality deliverables through our peer review process. This process reviews deliverables after creation, followed by an extensive, formal Quality Assurance review by the Quality Assurance Team which provides an independent perspective of the deliverable's content. Meeting deliverable dates and expectations is core to our deliverable approach.

To provide context around the deliverable life cycle, the following figure describes the steps in the deliverable creation, review and approval process. This process demonstrates the multiple interim and formal reviews a deliverable is subjected through.

Our Approach to Deliverable Preparation and Review	Benefits to DHS
STEP 1: Establish Integrated Deliverable Team • Identify Co-leaders from DHS and Deloitte • Establish mutual expectations • Considers the host of other DHS staff duties aside for the deliverable process	• Dual leadership gets the right people engaged and support timely completion of deliverables • Early engagement of DHS staff gives sufficient notice to team members and reduces scheduling conflicts
Step 2: Create Deliverable Expectations Document (DED) • Set deliverable expectations before the work starts • Define the general outline, content, and level of detail for each deliverable • Leverage existing templates and outlines from the DHS's repository of deliverables as a starting point for structure and content	• Deliverables are aligned with user's expectations reducing the need for re-work later • Templates and outlines are familiar to DHS
Step 3: DED Walkthrough/Approval • Conduct formal walkthrough of the DED • Obtain feedback from the appropriate DHS staff on the DED structure and content	• Agreement from each party on deliverable structure • Minimizes surprises and avoids misunderstandings

Our Approach to Deliverable Preparation and Review	Benefits to DHS
Step 4: Develop Deliverable • Develop detailed structure and content per the specifications agreed upon in the DED • Facilitate discussions between team members and other project personnel to review and offer feedback on draft interim deliverables • Conduct multiple peer reviews and quality assurance reviews, confirming that the deliverable is complete	• Feedback process saves time and resources through the early identification and correction of deficiencies • Maintains overall deliverable quality by requiring periodic quality checks before a deliverable reaches the formal review stage • High level of confidence in deliverable accuracy
Step 5: Deliverable Submission • Post deliverables to SharePoint • Submit project deliverables to DHS within the agreed-upon time frame • Submit formal correspondence that clearly identifies the deliverable, deliverable details, and the deliverable submission date accompanies the deliverable	• Removes ambiguity around completion levels • Project team enabled to respond to the deliverables and maintain the forward momentum of the project
Step 6: DHS Review • Ten (10) business days to review each submitted deliverable and indicate acceptance/non-acceptance • DHS may request longer periods for review complex deliverables • Deloitte team member available to respond to questions	• Sufficient time for DHS to provide comments on each deliverables • Complete review by the impacted stakeholders resulting in a richer and inclusive final product • Access to Deloitte staff throughout the process promotes a quicker turnaround on questions/comments
Step 7: Comment Resolution • Integrated deliverable teams work together to incorporate comments as requested from DHS stakeholder review • Make changes within five (5) days • Re-post updated deliverables and responses to the comments to the SharePoint site and a formal notification is sent to DHS	• DHS input in the comments resolution process confirms a proper response and appropriate updates to the deliverable • Formal and automated processes removes the risk of human error and failure to track versions
Step 8: Deliverable approval • Final publication indicates acceptance • Subsequent modifications will require joint review between DHS and Deloitte	• Updates to approved deliverables follows a formal and joint process to confirm accuracy of updates

Figure 7-31. Features and Benefits of Our Approach to Deliverable Preparation and Review.

As part of Transition, we will work with DHS to review and align to the DHS Deliverable Review Process.

Optional IT Operations Support Services

As part of this RFP DHS may request Deloitte to perform optional IT Support Services as described in T-6 ISS Applications Requirements Traceability Matrix. We will work with DHS to understand the activities and scope required and work through the Change Management process.

Overcoming M&O Challenges

Since our approach to M&O is built upon years of success on project of similar scope and size, Deloitte knows the common challenges that can be expected and has mitigation strategies that we have employed successfully in the past to overcome them. Some of the common challenges that we have encountered in the past, along with our mitigation strategies, are detailed in the following figure.

Challenge	Our Proposed Mitigation Strategy
Unexpected rises in planned capacity	• Perform detailed upfront capacity analysis and planning in close collaboration with DHS and DIS using methodologies based on 25+ years of experience in HHS to establish realistic capacity estimates and usage forecasts • Perform ongoing performance and system monitoring to identify trends and early warnings which may indicate negative capacity or usage trends • Staff the project with our technology and industry experts who can solution quickly to resolve and overcome capacity challenges
Federal or State policy and legislative changes affecting system usage	• Follow and federal and state policy changes analyze potential business and technology impacts • Leverage experts from and approaches used by other Deloitte States which are experiencing or have experienced similar legislative and policy changes. • Staff the project with our HHS business and policy experts to interpret change and quickly translate it to business requirements for system implementation.
Inaccurate or inadequate system monitoring	• Leverage the industry-leading performance management and system monitoring tools in conjunction with our extensive HHS experience to develop meaningful metric standards execute realistic monitoring • Regular code and data model reviews and analysis of irregularities in system performance to proactively assess potential performance impacts • Communicate system performance via PMC, Monthly Status Reports, SLA dashboards and other tools and means to communicate critical system performance information to stakeholders
Inadequate service desk support and incident and problem management	• Train with DHS Level 1 Help Desk Service providers to understand effective communication and resolution techniques for Deloitte's Level 2 and Level 3 Service Desk support. • Staff the project with our technology and industry experts who can quickly and clearly identify issues based on experience on projects of similar scope and size, as well as develop solutions and communicate resolutions to appropriate stakeholders
Recurring production incidents and problems	• Follow our industry-proven Incident Management and Problem Management approaches to evaluate the impacts of and prioritize resolutions of incident and related problems so that issues can be resolve before they start to recur • Periodic review of the status of open incidents and related problems to regularly evaluate the changing impact of an issue to different stakeholders and escalate or prioritize accordingly
Delays in provisioning DHS user accounts	• Work with DHS and ISS application stakeholders to establish a clear and secure user account provisioning and maintenance procedure to facilitate speedy access of approved users to ISS applications • Regularly review old user accounts for removal or modification of access

Challenge	Our Proposed Mitigation Strategy
	rights to mitigate potential security breaches
Security	• Leverage our industry experience in security of HHS Applications to develop a comprehensive Application Security Plan • Perform periodic HIPAA and IRS 1075 compliance assessments to mitigate breaches which may affect DHS' user access to the ISS Applications and ability to perform business operations • Perform periodic review of access rights and old user accounts for removal to mitigate potential security breaches
Finalization of M&O Scope	• Work collaboratively with DHS and other ISS Application stakeholders to develop a strong Change and Release Management Plan which will support ongoing ISS Application stability during resolution of maintenance items and break-fixes • Leverage our industry experience and knowledge to perform early analysis, planning and prioritization of M&O items currently outstanding to avoid excessive changes to planned M&O builds • Leverage our mature and highly evolved methodologies to produce reliable, accurate estimates for M&O items which account for resource capacity across different groups, such as developers and testers, across different ISS Applications • Engage stakeholders at all levels of the vendor, DHS, and external agencies (Interagency Coordinator). • Utilize PMC to clearly track and communicate all change requests that need to be considered for various releases throughout the life of the M&O period
Complex configurations across multiple ISS applications	• Leverage our technology experts and their experience to develop a strong Configuration Management Plan which will clearly communicate the approach to managing configurations across multiple ISS Applications • Staff the project with our technology and industry experts who are experienced at using a variety of configuration tools including CCM/LCM, Visual Source Safe and AllFusion Harvest
Extensive downtime during disaster recover	• Utilize our Disaster Recovery and Business Continuity approach to develop a realistic Disaster Recovery Plan as well as our industry experts to quickly restore the system starting with components that are critical to business operations should a disaster occur • Assist DHS with planning and scheduling disaster recovery testing
Delays in delivering break-fixes	• Utilize our industry expertise to evaluate impacts of break-fixes and prioritize based on impact and effort • Perform detailed analysis, design, coding, testing, training, communication, and documentation prior to implementation to prevent recurrence of issues and creation of new ones • Perform periodic ongoing preventative and perfective as well as adaptive maintenance to mitigate occurrence of future break-fixes caused by aging or obsolete code

Figure 7-32. Challenges Overcome in Similar Projects During Maintenance & Operations.

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3.0 Approach to Modifications/Enhancements

DHS anticipates modifications and/or enhancements will be required to the ISS Applications. These could range in priority and size. The Vendor will be responsible for managing the entire implementation lifecycle for these changes from receiving the request through successful deployment into the production environment (and training, if required).

Instructions: Describe the entire process required to convert a request into a deployed enhancement. Include a discussion regarding how the Vendor plans to schedule/bundle enhancements, how the process may change based on the size/complexity of any changes, staffing approach to support the potential for variable demand, touch points with DIS, any challenges envisioned and how the Vendor proposes overcoming these challenges. The response should include a description of the approach for the following:

- Estimating costs
- Defining/documenting the requirements
- Detailed design
- Configuration and development
- Documentation management
- Testing
- Training
- Deployment

Deloitte brings an unmatched level of nationwide HHS experience with a demonstrated record of success supported by functional knowledge and technical know-how in managing the implementation lifecycle of changes and enhancements for systems similar to ISS Application portfolio across different size/complexity. With the vast array of HHS projects successfully implemented and operated by Deloitte, the experience positions us best to manage changes and enhancements with minimal risks and impacts to the existing suite of ISS applications.

Deloitte has the scale and experience to maintain, operate and enhance State HHS systems. With experience in helping over 45 states we understand the needs of DHS as they are similar in scale and scope to other similar systems we have maintained, operated and enhanced.

Deloitte's work is based not only on methods and best practices in project management and the Software Development Life Cycle, but also on our in-depth understanding of implementing, maintaining and operating HHS systems, our thought leadership, and tried and

Section Highlights

- Significant global and U.S. experience in implementing and enhancing complex health and human services technology solutions.
- A robust, repeatable, and predictable delivery model for enhancements enabled by a set of tools and highly skilled practitioners.
- Our "one-team" approach for collaboration between Deloitte and DHS enables prioritizing items with the greatest business value for DHS and positive user impacts.
- Well-structured testing process for enhancements confirms quality for the final product and avoid disruptions to DHS daily operations.
- Our approach focused on detailed up-front analysis helps understanding the full breadth of the enhancements, and minimize unknowns and downstream impacts.

tested approaches built on lessons learned from other successful engagements. Quality remains our key focus and based on our extensive experience, we know that it is a major contributor to the overall success of projects of this complexity and size.

Our Methodology

We draw upon our Enterprise Value Delivery (EVD) Methods, to provide a stable, efficient, and transparent approach for the successful prioritization, estimation, design, implementation, and management of system changes/enhancements with a focus on delivering value within defined cost and timeframes. Our EVD methodology includes a repeatable Enhance phase for management and implementation of system changes and enhancements that focuses on identifying opportunities to drive greatest business value and positive user impact.

The following section explains our approach to Modifications/Enhancements with the Enhance phase in more depth for implementation of new or enhanced capabilities for the ISS Portfolio of Applications. The core activities and deliverables of this phase is depicted below and will be described in further detail.

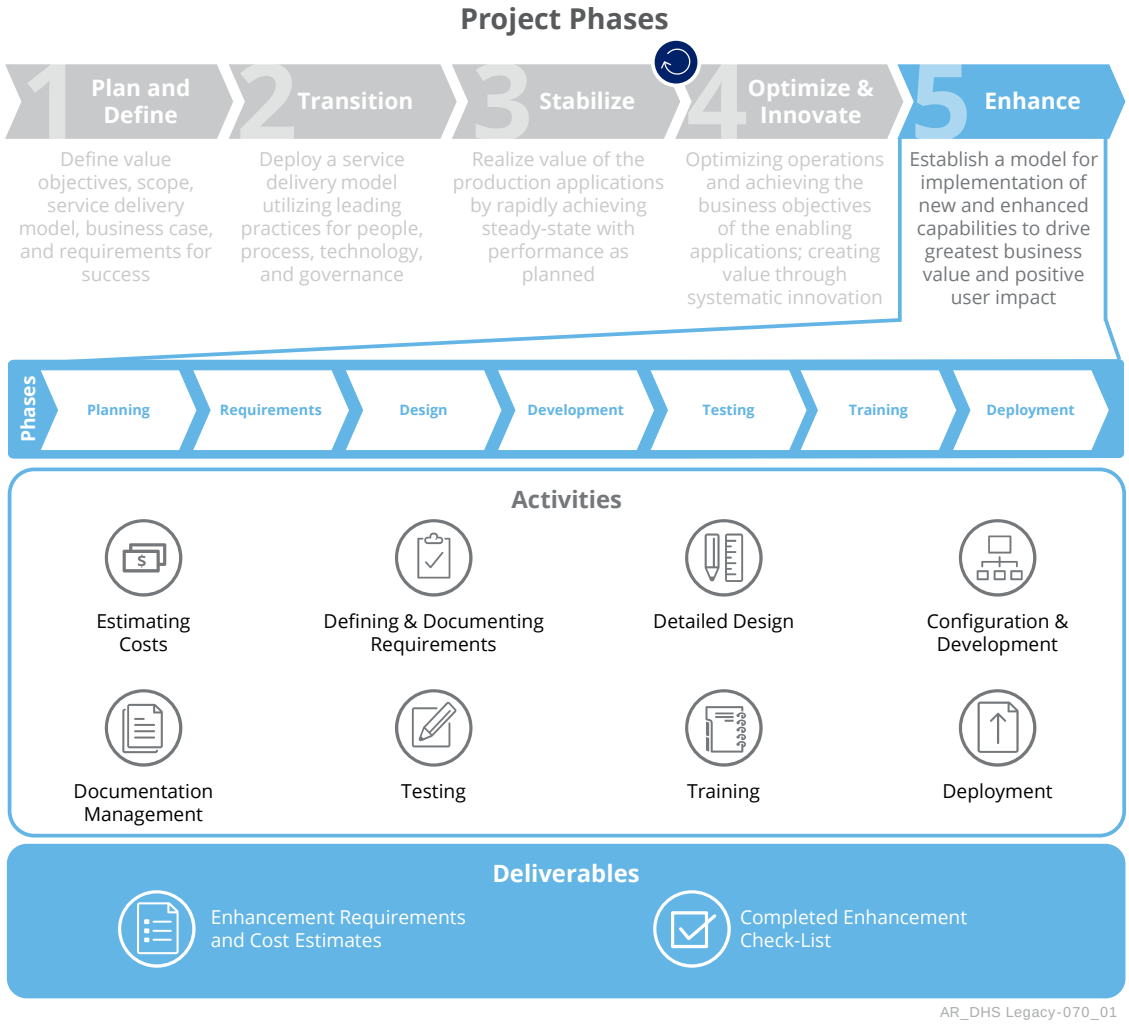

Figure 7-33. Enhancement Phases of Our Approach.

Our Approach to Modifications/Enhancements

Deloitte has significant global and U.S. experience helping clients strategically identify operational efficiencies, implementing and enhancing complex health and human services technology solutions.

Our EVD methodology allows us to utilize a Software Development Lifecycle (SDLC) based approach to manage the design, development for implementation of enhancements for ISS Applications based on the scope provided by DHS. One of the key benefits of our methodology is, its flexibility to support The Spectrum of Agility allowing us to leverage best practices from both traditional as well as Agile approaches. Within our diverse client base and engagements across various states, we successfully maintained, operated and enhanced HSS systems with utilizing traditional waterfall techniques to agile and everything in between.

> "The most impressive element of all our initiatives with Deloitte's was their unwavering commitment to smooth daily operations and the core system enhancement that we regularly deploy to meet the ever changing needs of DFA and DHHS."
>
> **Laurie Snow**
> New Heights Project Manager
> New Hampshire Division of Family Assistance

For example, in State of Texas, we have transitioned M&O of HHS applications via phased approach through Hybrid Agile principles, with applying agile techniques starting from 40% to 100% Agile. We work with DHS to determine a point in the project when it makes sense to consider adjustments to our collective approach to include Agile concepts.

The Spectrum of Agility

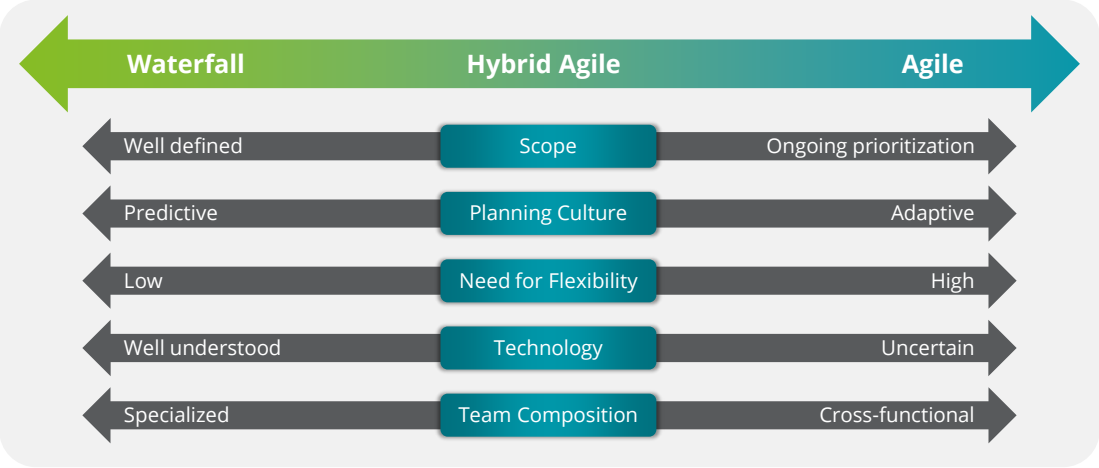

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Figure 7-34. The Spectrum of Agility.

Throughout the lifecycle of enhancement efforts for ISS Applications, following when Deloitte receives a scoping document from DHS for an enhancement to provide an estimate for the scope, we also collaborate with DHS to define the preferred methodology and milestones for each enhancement.

Our overall approach to modifications and/or enhancements starts with identification of a change. Having an effective and mature Change Management Process is key to driving modifications and enhancement on projects so that best value is being achieved by DHS at a given time. We organize a set of prioritization meetings at a project determined frequency to review all items in consideration to optimize the value of slotted changes scheduled for a release.

Features of our Approach	Benefits to DHS
Focused on detailed up-front analysis for new implementations and enhancements	Helps understanding the full breadth of the enhancement, and minimize unknowns and downstream impacts
Supports close collaboration with DHS for increased transparency	Supports close collaboration to keep DHS well-informed about the progress and timeline for delivery of critical changes
Draw upon our proven Enterprise Value Delivery (EVD) Methods, to provide a stable and efficient process to manage system changes/enhancements	Establishes and adheres a structured process for implementation of new or enhanced capabilities using a repeatable change management approach to confirm quality and stability for ISS Applications
Focused on delivering greatest business value	Confirms prioritizing items with the greatest business value for DHS and positive user impacts
Structured and robust quality assurance approach	Well-structured testing process for enhancements confirms quality for the final product and avoid disruptions to DHS' daily operations

Figure 7-35. Features of Our Approach.

Deloitte understands that although the size and complexity of potential enhancements could vary significantly, our framework enables managing these implementations based on the scope provided by DHS with providing staff and all the skillsets required for successful delivery.

The following sections cover various aspects of our approach to Modifications/Enhancements

- **Estimating costs**: Deloitte's Change Management Process is based upon Project Management Body of Knowledge (PMBOK) processes and offers a cost estimation model that provides DHS all the knowledge needed to fully understand the costs and impact of an enhancement across the project to make the right decision. In parallel to estimating level of effort and cost for these enhancements, Deloitte will maintain a transparent approach in sharing the available capacity for enhancements and the need to staff additional resources depending upon the size and complexity of the requested change. While our process of implementation of a change request remains fairly agnostic of the size and complexity, we will work with DHS at the planning and estimation phase to identify if there need to be any changes to the defined process. While the framework for implementation enhancements remains the same, if there are high complexity enhancements that require additional regression and system test scenarios these will be appropriately documented and executed during implementation.
- **Defining and Documenting Requirements**: As part of enhancements it is imperative that requirements are captured, elaborated, documented and tracked appropriately. This section defines our approach and highlights our emphasis on traceability.

- **Design Approach**: Once requirements have been captured for changes/enhancements, functional and detailed designs are created. This section elaborates Deloitte's approach to holistically analyze the impacts with subject matter experts and translate the requirements into design artifacts.
- **Configuration and Development**: Throughout development phase Deloitte implements functional enhancements to the existing ISS application portfolio or develop new functionality based on approved requirements and design. This section explains our development approach for such implementations and configuration management process
- **Documentation Management**: Once design artifacts have been documented this section describes the mechanism to baseline and manage documents on an ongoing basis based on established documentation standards and procedures.
- **Testing**: Implemented enhancements requires a well-structured testing process, to confirm quality of the final product and avoid disruptions to daily operations as changes and enhancements are introduced. This section explains our approach to testing enhancements.
- **Training**: This section details out planning, development and implementation of our training modules for users impacted by the change.
- **Deployment**: This section describes the deployment processed for a target release for changes and enhancements.

The following chart provides the Key Activities, and Requirements during each sub-phase. Deloitte will also schedule touch points with DIS and provide status reports for each project to communicate progress, risks, issues and challenges with mitigation options throughout its life and receive approval from DHS governance body whenever the scope, schedule or budget is modified. We have mapped your requested requirements and approaches to be elaborated in this section to the phases of our methodology:

Phase(s)	Key Activities	T-6 - ISS Requirements Traceability
Planning	Maintain log of enhancement requests Receive scoping document and formal bid request Determine approach for Application strategy, architecture and planning Provide a fixed fee estimate for the scope and a schedule and deliverables Collaborate with DHS to define the scope of a release based on the prioritization of the requested changes	O3.1 Maintain log of all (active and historical) requests O3.2 Support the annual planning for technology refresh in compliance with software vendor licensing and specifications and upgrades O3.3 Attend request prioritization setting sessions O3.4 Produce estimates based on DHS' scope definition document and software sizing methods such as Function Point Analysis O3.5 Collaborate with DHS to clarify any ambiguous requirements and/or to collect more information required to produce a proposal for a specific scoping document O3.7 When requested, provide architectural design approach and cost estimation documentation and justification to DHS and receive approval prior to commencing DDI activities on any scoping document O3.8 Provide proposals which capture the projects scope, schedule, budget (including DHS resources), testing plan, staffing plan, infrastructure impact training plans and milestones/deliverables and a release check-list

Phase(s)	Key Activities	T-6 - ISS Requirements Traceability
		O3.6 Leverage an industry standard cost estimation model (which can be validated by a third party) to develop the cost proposal for each requested scope document
Requirements	Review the baseline requirements developed by DHS Facilitate requirements validation and elaboration sessions Provide Infrastructure requirements to DIS in DIS' required format Provide revisions to RTM and deliverable based on the feedback from DHS Collaborate with DHS ensure the application strategy and architecture are in alignment with DHS' standards and architecture guidelines Collaborate with DHS to define the preferred methodology (e.g. modified waterfall, Agile, etc.) and define milestones	O3.11 Provide infrastructure requirements to DIS in DIS' required format O3.9 Create conceptual and functional specifications
Design	Prepare for Design sessions Facilitate Joint Application Design Sessions for Security, Functional and Technical design Develop Detailed Design Documents Develop integration strategy (with external applications) and provide functional specifications for any development required on external system Update Requirements Traceability	O3.10 Create design documents including architecture, security and technical design O3.15 Develop integration strategy (with external applications) and provide functional specifications for any development required on external system O3.19 Update all related technical architecture and design documentation
Development	Build application based on approved detailed design and requirements Establish coding standards and ensure project teams conform to these standards. Ensure integration between applications continues to work Extract data from existing system (if ISS managed) Build ETL/interfaces Conversion plan execution	O3.12 Develop application changes including configuration changes/modifications and custom development O3.13 Conduct walk-through review of configuration change/modification/development O3.14 Program, compile and document configuration changes/modifications/new code developed O3.24 Establish coding standards and ensure all project teams conform to these standards. The process for enforcing coding standards must: a. Include validations to ensure that code comments and in-line code documentation is properly implemented b. Utilize a combination of code peer reviews, custom tools and third-party tools including open source tools c. Include the production of reports demonstrating code standards enforcement and coverage across code base d. Include specific processes to ensure code reusability and

Phase(s)	Key Activities	T-6 - ISS Requirements Traceability
		enforcement of code reusability standards e. Include support for the DHS quality assurance team to perform periodic or random audits and code reviews
Testing	Conduct Unit, Systems Integration, Regression, Security and Performance Testing Manage User Acceptance Testing cycle and provide support to DHS	O3.16 Perform testing outlined in the proposal (e.g. unit testing, integration testing, regression testing) on all changes O3.17 Manage User Acceptance Testing test cycle
Training	Deliver and update training materials and user documentation Collaborate with DHS for review and approval of training materials and user documentation	O3.18 Update user documentation and training materials O3.21 Create new user/training documentation for enhancements
Deployment	Collaborate with DHS for Production/code migration Deployment and Validation into pre-production environment Manage release packaging and production deployment Perform Post Deployment validation Post-deployment Enhancement and Release Check-List creation Complete retrospective and identify software and process improvement	O3.25 Continually identify and implement software development process improvement opportunities such as: a. Implementing automated regression testing, performance testing, etc. b. Implementing tools c. Enhancements to methodology d. Secure coding standards O3.22 Maintain overall accountability for management of technical/System documentation O3.23 Maintain existing technical/System documentation as required to reflect System changes and/or to enhance or improve quality of documentation

Figure 7-36. Key Activities and Requirements for Enhancements.

Estimating Costs

Robust planning and accurate estimation is the cornerstone for making the right decisions about scope, schedule, resources, and project priorities. Deloitte is cognizant of the fact that DHS has a vision to unify multiple systems with seamless integration and implementation of new or enhanced capabilities for state technology suite. Over the past 40+ years, we have refined estimation methodologies and tools to correctly gauge the amount of effort required to successfully implement projects of varying size and complexity.

When DHS decides to evaluate enhancements for the ISS Applications, it will develop a scoping document with enough detail so Deloitte can provide an estimate for the scope, schedule and deliverables. Deloitte has extensive experience in similar projects and has an established framework to manage implementations. We follow a Change and Release Management and Estimation Methodology detailed below where any change or enhancement is holistically analyzed for impacts to people, processes, and technology aspects as well as the overall program goals.

Change and Release Management Planning for Modifications/Enhancements

Prior to estimating costs for modifications or enhancements, we work with DHS to maintain a log of all requested enhancements. This will be a collection of enhancements that has been captured prior to the start of the engagement, as well as new request that are routinely added, including outputs of the Annual planning session for technology refreshes, including new enhancements, updated software licensing and upgrades at are deemed ABL.

Our detailed and transparent method of estimation for each enhancement or modification enables us to leverage the existing DHS and DIS processes and change management procedures to properly prioritize and schedule the enhancement or modifications through the DIS change control processes. We will meet regularly to review outstanding Change Requests to review and prioritize changes. Deloitte is recommending the use of the Project Management Center (PMC) tool to document, manage and maintain the log of all (active and historical) Change Requests, document decisions and track each step in the change control process. As part of the planning activities Deloitte will also work with DHS technical staff to support the annual planning for technology refresh in compliance with software vendor licensing and specifications and upgrades.

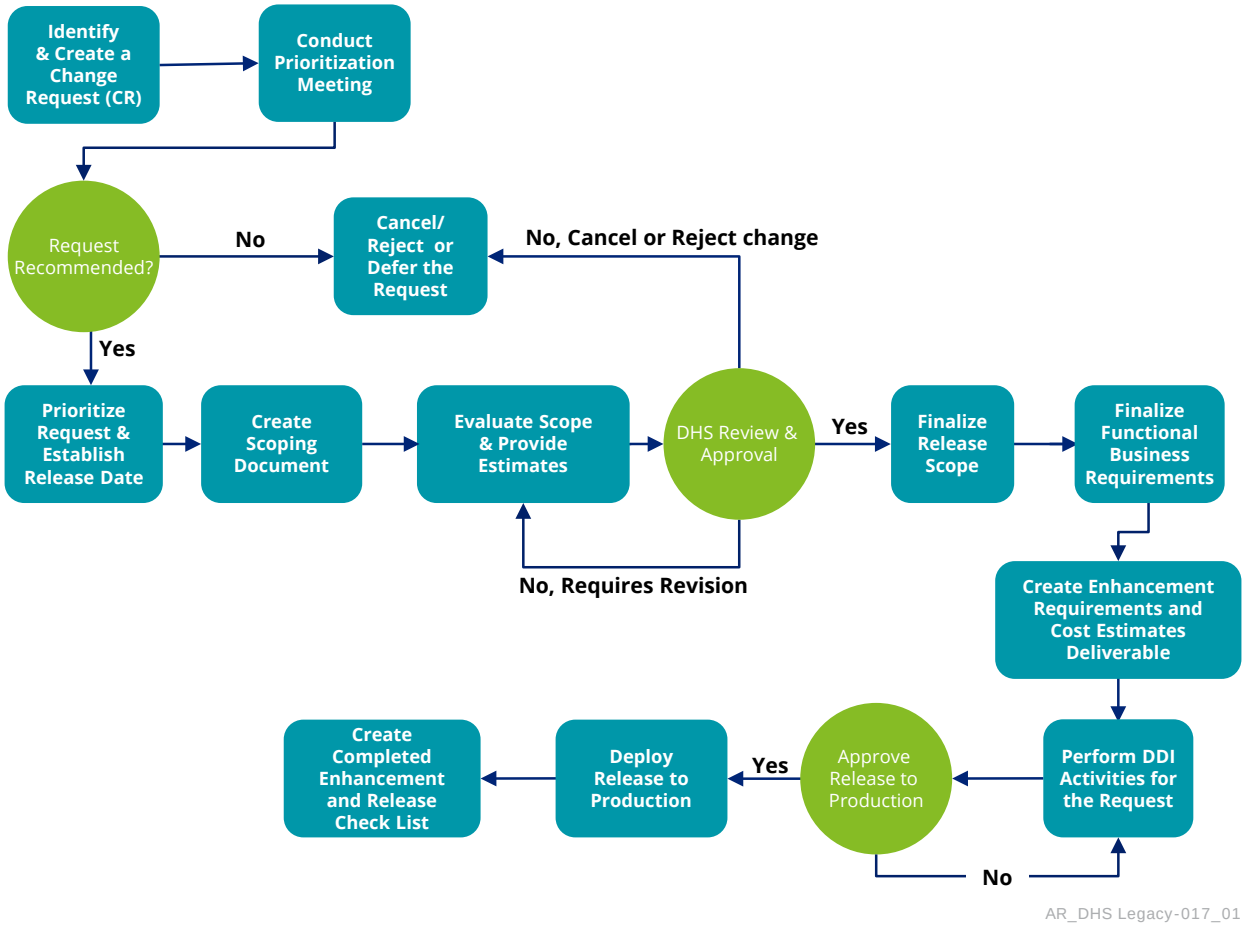

Figure 7-37. Understanding of the Change Management Process.

As depicted above the framework for Change Management process begins with identifying and creating the requested change. We work with DHS to organize and attend to set of prioritization setting sessions, at a DHS determined frequency, to review the items in consideration.

If the request is recommended for implementation, it is prioritized amongst the existing Change Requests and a Scoping Document (SD) and formal bid request is created by DHS to scope the effort. Subsequently, detailed analysis is performed by Deloitte based on the Scoping Document (SD) and effort estimation is performed. We will work with DHS to verify that our industry standard cost estimation model meets expectations and allow for a third party to validate the estimate. Once estimates are derived, Deloitte provides estimates including an explanation of the basis for the estimate within the timeframe approved by DHS and work with DHS to review update and finalize the estimates. Deloitte will work with DHS and may recommend scheduling and bundling certain enhancements together to deliver highest business value. These estimates are produced based on DHS' scope definition document and software sizing methods such as Function Point Analysis as requested. If any clarification is required in scope definition document to finalize estimates, Deloitte will collaborate with DHS to clarify any ambiguous requirements.

Change Control Review Board reviews the scope and the estimation to determine if the request will be approved for a release, deferred, rejected, or if the supporting documentation requires revision. Following approval, the functional business requirements will be defined, finalized, developed, tested and deployed by the release date approved by DHS.

Before commencing any enhancement activities for the release, Enhancement Requirements and Cost Estimates is submitted to DHS once per release. In certain circumstances, especially when looking at newer technologies, DHS may request the Deloitte to procure services from a vendor with specific skill sets for Provision of Additional As-Needed Services. For more details, please refer to the *Approach to Identify Additional Required Staff* section in this template.

Following the deployment, an Enhancement and Release Check-List is provided to DHS and the resulting functionality will be warrantied for a year after the completion of the project. When requested by DHS, Deloitte provides an architectural design approach, cost estimation documentation and justification to DHS and receive approval prior to commencing enhancement activities on any Scoping Document (SD).

When requested by DHS, Deloitte provides an architectural design approach, cost estimation documentation and justification to DHS and receive approval prior to commencing enhancement activities on any Scoping Document (SD).

The following figure describes the list of documents we maintain to confirm a successful change control cycle.

Document	Purpose
Enhancement Requirements and Cost Estimates Deliverable	For each agreed upon release, before commencing enhancement activities this deliverable is submitted to DHS for approval within 15 working days after DHS' decision based on the SLAs defined by DHS. In this deliverable we provide proposals which capture scope, schedule, budget (including DHS resources), testing plan, staffing plan, infrastructure impact training plans and milestones/deliverables and a release check-list.

Document	Purpose
Completed Enhancement and Release Check-List	For each agreed upon release, this deliverable is submitted to DHS with the completed check list defined in Enhancement Requirements and Cost Estimates Deliverable
Change Request Scoping Document	This document is submitted by the DHS for a change request with the ISS Vendor's assistance, at enough detail for the contractor to provide a fixed fee bid
Change Request Estimation Document	This document is submitted by contractor to DHS in response to formal bid request including an architectural design approach and cost estimation documentation and justification to DHS and receive approval prior to commencing DDI activities on any scoping document

Figure 7-38. Enhancements Documents.

Estimating Methodology for Modifications/Enhancements

Deloitte utilizes a cost estimation model derived from industry standards and customized for the HHS domain and linked to our proposed methodology and implementation experience to size application requests and estimate through Function-Based Sizing, analogous and parametric estimations.

Our estimation approach will be performed based on DHS' scope definition document and the components that require changes, including elements such as screens, interfaces, reports, correspondence, manual and automated dependencies across the system landscape, solution integration needs, scheduling constraints, and external requirements.

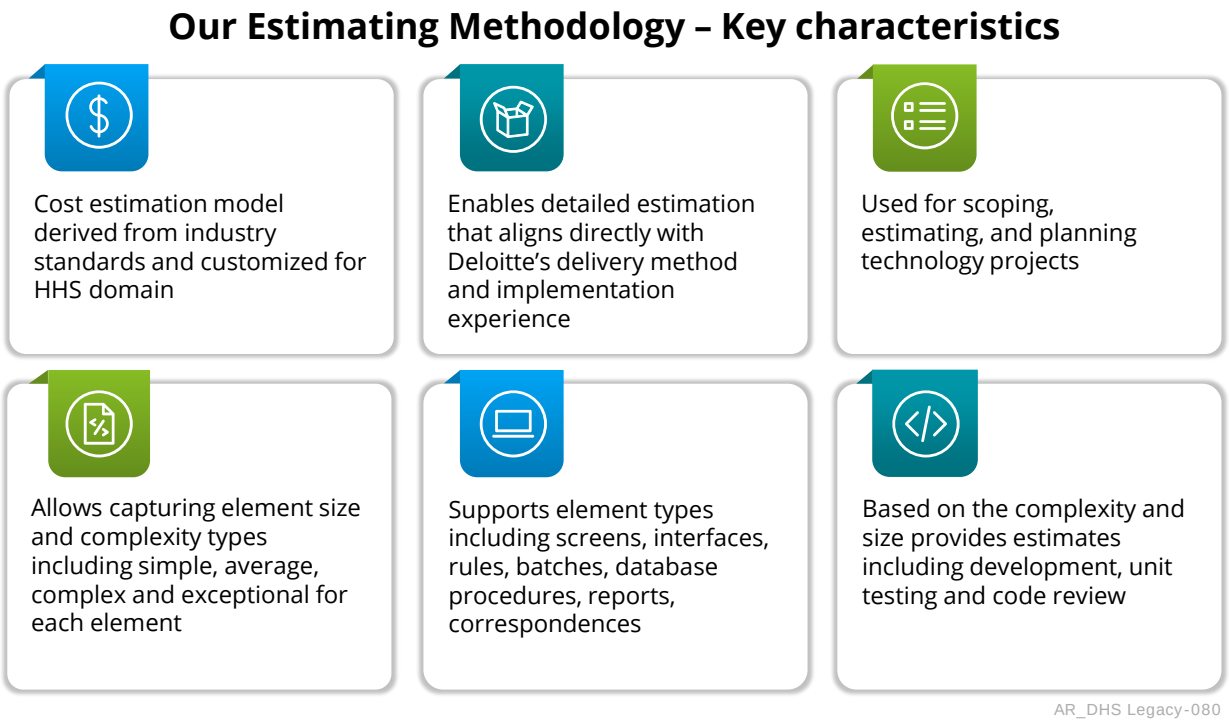

Figure 7-39. Features of Our Estimation Methodology.

Deloitte's estimation methodology has been matured based on our years of relevant experience leveraging analogous projects and components for setting baseline efforts which works based on size, complexity, type and count of the components.

As explained during Change and Release Management process, Deloitte will confirm that our cost estimation model is agreed by DHS beforehand and allow for a third party to validate the estimate. Estimation Document will be provided including an explanation of the basis for the estimate to standardize and outline the foundation of the analysis.

Defining and Documenting Requirements

Deloitte's Enterprise Value Delivery (EVD) methodology brings a proven set of processes and artifacts developed through 40+ years of HHS experience in defining and documenting requirements to deliver large and complex HHS projects.

During this phase, Deloitte utilizes the processes, tools, and templates available in the EVD methodology as the building blocks for executing detailed analysis to verify and review system requirements and finalize configuration and customization needs. Once the requirements are finalized and documented it's followed by the subsequent phases for detailing out the functional and technical designs.

As part of the change management process, when a change request is identified and submitted, Deloitte performs an impact analysis and develops estimates using the scoping document provided by DHS. Once the request is approved for a release by DIS Change Control Review Board (CCRB), Deloitte facilitates a series of requirements validation and elaboration sessions called Joint Application Requirements (JAR) with subject matter experts based on the baseline requirements and scope provided by DHS.

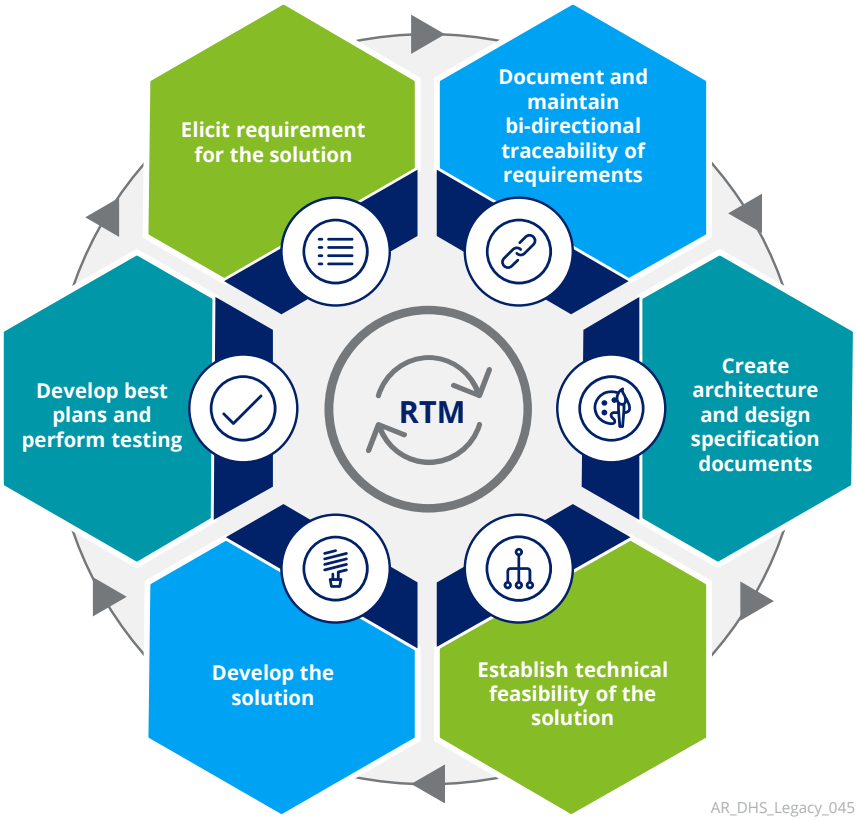

Figure 7-40. Defining and Documenting Requirements.

During JAR sessions, subject matter experts from functional, technical and testing teams come together to create and validate detailed requirements. In such sessions, the focus is more on "what" is required rather than "how" (covered in a later design phase). The focus is also to clarify any ambiguous requirements with DHS and get clarity and details about the actual business need. This helps us to objectively assess what is needed by the business and propose a list of options for the DHS to finalize. Deloitte also notifies DHS of any incorrect, incomplete, or ambiguous solution or business requirements, including recommendations for correcting the requirement to preserve correct and unambiguous requirements in the Requirements Repository.

Upon the completion of the requirements validation and elaboration sessions, Deloitte updates Requirements Traceability Matrix (RTM) accordingly with new and updated requirements agreed upon by the DHS subject matter experts and Deloitte. Deloitte will also provide specific requirements such as infrastructure requirements to DIS in the required format.

Once the requirements are defined and documented it's followed by the Design phase for detailing out the conceptual and functional specifications as well as technical design specifications.

Detailed Design

Once the requirements have been captured and Requirements Traceability Matrix (RTM) is finalized, the Design Phase translates the requirements into design artifacts. The process begins with a series of sessions called Joint Application Designs (JADS) where subject matter experts are invited to elaborate on "how" the requirements should be implemented. As part of the design, the functional and technical teams may come with a set of options for the DHS to review and select their preferred solution.

During Joint Application Design sessions, any items which require further actions or where a solution is not agreeable are captured as Action Items and are escalated via the defined project processes. For the Design Phase our methodology brings an increased emphasis on visual design techniques, such as prototypes, to define and validate the design. The following are a set of artifacts which may be used as part of design sessions:

- Use cases
- Business rule scenarios
- Screen wireframes
- Process and screen flows

Following the completion of the design sessions, conceptual, functional, architecture, security and technical design specifications are created and submitted for DHS review/approval. Additionally, we develop integration strategy (with external applications) and provide functional specifications for any development required on external system.

Upon the completion the design phase, Deloitte also provides bi-directional end-to-end traceability from requirements to design documents. This process allows us to track each requirement and clearly demonstrates the link between requirements and design artifacts to the DHS.

The following figure summarizes the key activities Deloitte participates in during the Design Phase.

Key Activities	Detailed Tasks
Prepare for Design sessions	• Develop schedule • Review proposed schedule with the DHS • Schedule sessions (both core functional, technical architecture, security meetings) • Schedule additional meetings with specific user groups • Prepare screenshots or other supporting material
Facilitate Joint Application Design Sessions for Security, Functional and Technical design	• Hold sessions to review draft analysis material and to clarify rules and policies • Formulate process flows • Document discussion topics, generate meeting minutes • Document specifications that are decided upon (As-Is, configuration, customization) for each identified system requirement • Document action items
Develop Detailed Design Document	• Conduct walkthrough to review the Design Documents with the DHS • Document any deficiencies in a Comments Log • Address deficiencies identified for conceptual, functional design documents • Update all related technical architecture and design documentation to address deficiencies • Baseline the accepted Design • Establish/update requirements traceability to link design artifacts with the requirements • Architecture, security and technical designs maybe created as required by the change.
Update Requirement Traceability	• Assess the traceability matrix. Review the artifacts at each level of the traceability matrix to confirm they contain links to the appropriate downstream artifacts • Establish corrective actions where a work product exists without tracing back to a requirement.

Figure 7-41. Detailed Design Activities.

Configuration and Development

Our proven comprehensive methodology for developing systems provides an industry-leading development approach that integrates processes, methods, and tools that can accelerate the process of transforming requirements and design into actual working systems.

We use Deloitte's extensive experience in implementing and enhancing HHS systems across various states and Enterprise Value Delivery (EVD) based production-proven development principles and methodologies as a foundation for the development approach.

Our construction strategy is optimized to meet the business needs and technical requirements of DHS that focus on minimizing implementation risk, maximizing quality, and increasing operational efficiencies for DHS.

Throughout the enhancement efforts for ISS Application portfolio, when we receive a scoping document from DHS for an enhancement to provide an estimation for the scope, we also collaborate with DHS to define the preferred methodology (e.g. standard waterfall, modified waterfall, Agile, Hybrid-Agile etc.) and milestones.

Our EVD based development principles and technical know-how in implementing and enhancing HHS systems allows us following the methodology defined and approved during enhancement prioritization and estimation process.

During Development Phase, we develop application changes including configuration changes/modifications and custom development. Deloitte implements functional enhancements to the existing ISS application portfolio or develop new functionality based on approved requirements and design. These implementations may include; additional functionality within an existing application, new applications to support emerging requirements, enhancing a solution/testing a solution to support other DHS initiatives and architectural changes to the solution to improve solution performance.

The development principles entail the following critical activities necessary to confirm that the system design is in-line with requirements and design artifacts approved by DHS. The process is tightly managed to facilitate visibility and transparency to DHS through the development phase. We work with DHS and conduct walk-through review of configuration change/ modification/development.

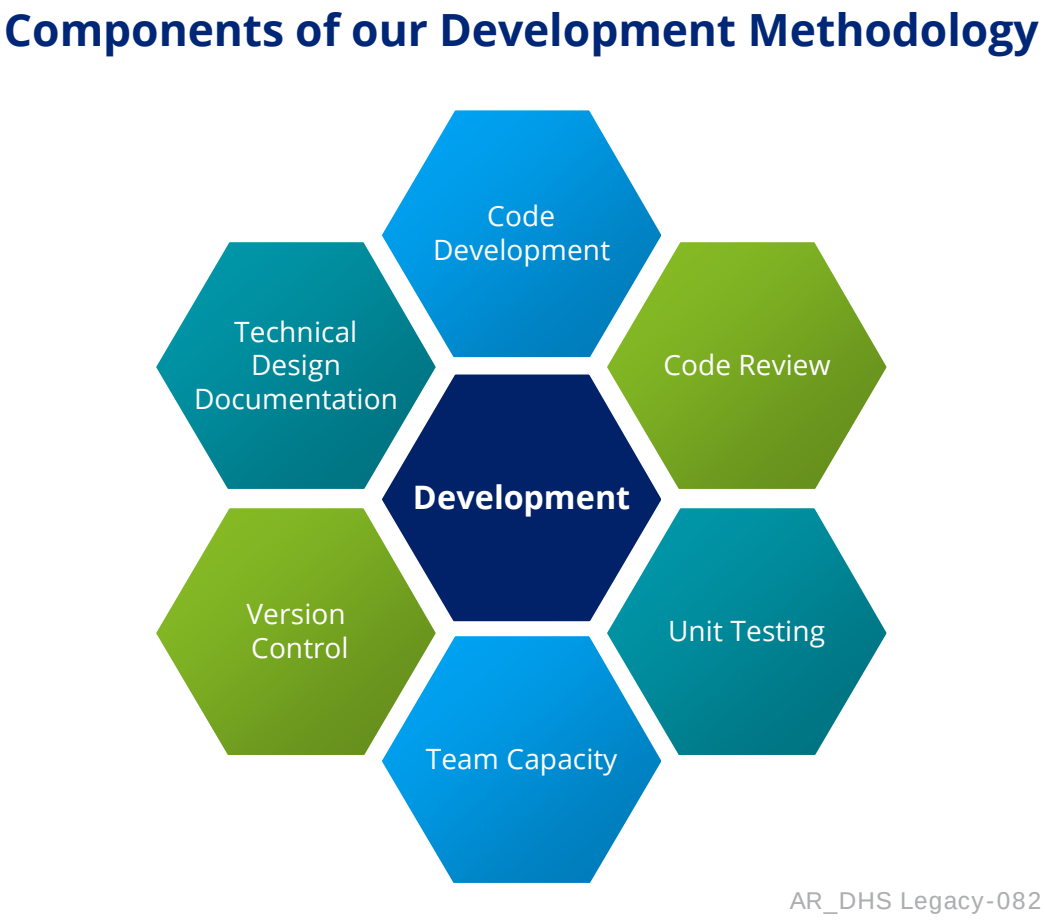

Figure 7-42. Components of Our Development Methodology.

Technical Design Documentation

The creation of Technical Design Documentation provides the assurance of a development effort that is in-line with the planned architecture of the ISS Applications. This step translates what needs to happen in the system to how it will be accomplished. Deloitte's technical team leverages tools, and templates available based on the standards approved by DHS, to create the Technical Design Documentation.

Code Development

Deloitte's code development process enables delivery of high-performing development artifacts to DHS based on proven industry standards, production-proven industry practices and highly skilled technical practitioners to deliver quality.

The process has the following highlights that are used to confirm high quality:

- Use detailed design deliverables to program, compile and document configuration changes/modifications/new code developed for ISS Application Portfolio
- Establish coding standards and confirm all project teams conform to these standards
- Use bidirectional traceability from functional/technical requirements through design to development and testing
- Follow standard naming conventions for system artifacts being created (e.g., database tables, code classes, page elements, property files, etc.).
- Follow established coding standards common coding structure, code reusability and comments to enable readability, and easier support when deployed to production
- Utilization of code versions for Source Code Management to confirm updates are properly managed and regression does not occur in the code with subsequent releases.
- Documentation of system configuration needed for successful implementation of the code in a structured and managed process

Code Review

High quality and compliance with our code development standards are enforced though structured code review. In this step, we utilize a combination of code peer reviews, custom tools and third-party tools including open source tools. The code review process results in higher quality code with fewer issues than code that is not reviewed. Highlights of our Code Review process include:

- Software code modified or created for a change or enhancement is subject to a peer review and a lead developer review prior to promotion for testing.
- Reviewers confirm that code reusability standards are followed, code comments and in-line code documentation is properly implemented
- Utilization of open source tools for development and management team to identify code not conforming to standards early in the game and get them fixed before handing over the code to testing team.

- Peer and lead developer review are performed specifically to identify code modularization standards and remove redundancy of utility functions and code meeting a common business need.
- Produce reports to demonstrate code standards are enforced and covered across code base
- Post development sign-off, work with DHS quality assurance team to review code samples for adherence to industry standards.

Deloitte will collaborate with DHS to confirm compliance with DHS standards and procedures. In addition, these, we continually look for software development process improvement opportunities in our methodology and drive application development costs towards best-in-class through process enhancements with implementing tools, automating regression testing and performance testing.

Unit Testing

Each package of code written in the Development phase is unit tested by the Deloitte development team prior to promotion for subsequent testing phases. Prior to testing Unit Test checklist are created by development team. Unit testing is one of the steps in the software development process where every part or unit of code is verified to confirm it behaves as expected. The characteristics of our unit tests are as follows:

- Isolated
- Test Only One Condition at a Time
- Repeatable
- Thorough

Execution of the tests is tracked by the Deloitte development team. Issues found in unit testing are documented in unit test checklists for tracking and managed to closure by the Deloitte Technical Lead. Following is the overview of the features and benefits of our software development approach.

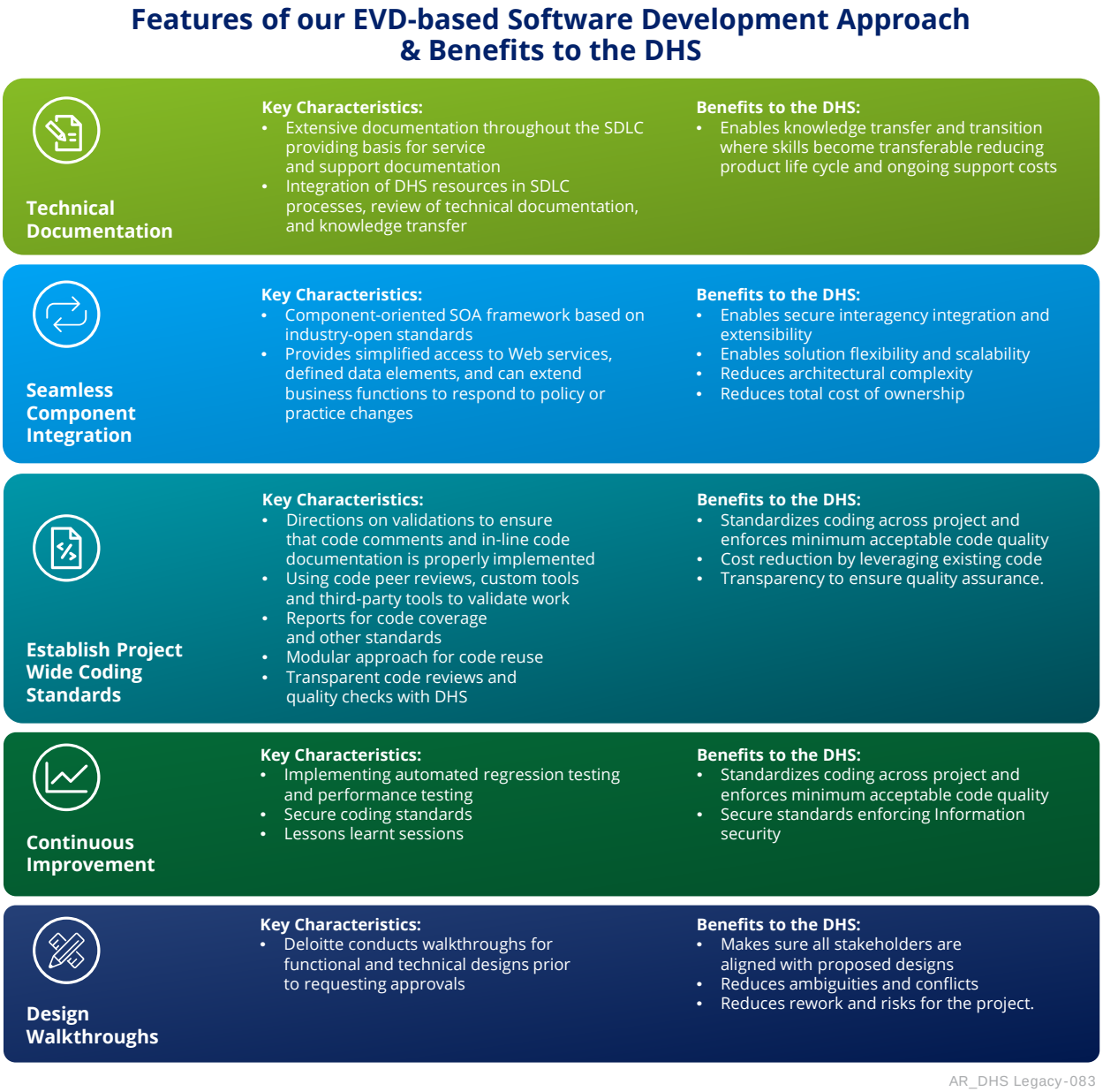

Figure 7-43. Features and Benefits of Our Software Development Approach.

Configuration Management

Configuration Management (CM) encompasses a set of processes that maintain code integrity across system environments. We successfully implemented our robust and streamlined Configuration Management approach while implementing and enhancing complex health and human services technology solutions across various states. Our Configuration Management approach for enhancements includes, Configuration Identification, Configuration Change Control, Configuration Quality Assurance and Configuration Verification and Audit. Deloitte will use DHS approved and industry standard processes and will be leveraging the existing DHS tools such as Visual Source Safe, AllFusion Harvest for configuration management. PMC,

Quality Center, Team Foundation Server (TFS) and SharePoint for change and document management and integrate our approach.

The primary elements of Deloitte's Configuration Management approach are:

- Storage and version-control of the solution code, documentation, deliverables, tools, system artifacts, and other configuration items in the Visual Source Safe/AllFusion Harvest repository.
- Follow secure check-in/check-out features to maintain code accuracy
- Utilize a source code tree structure that facilitates iterative development across multiple releases.

The benefits of our Configuration Management approach are:

Features of our Approach	Benefits to DHS
Rigorous change identification and tracking of code, database, rules, and configuration item	Increases efficiency by reducing the probability of repetitive builds and improves delivery time Use of tools enhances build management and reduces the risk of a missed file, thus saving time during deployment
Automated email communication of build schedules and status	Improves coordination and communication across build cycles, making us more efficient and able to deliver software releases quickly Enhances quality and awareness for development staff in planning for the next build
Traceability from requirements to design artifacts is enforced	Provides traceability by using RTM tools to reduce the chance of requirements or design specifics getting lost Reduces adoption time and supports a more seamless transition
Change control included	Improves the overall tracking of who made a change and when it was approved Provides a consistent process enforced by Deloitte, improving the overall quality of the documents

Figure 7-44. Benefits of Our Configuration Management Approach.

Configuration Identification

Configuration items are project assets used in the delivery and maintenance phases. They include data models, code, software, hardware, configurations, technical infrastructure, and other reusable components of the ISS Application Portfolio. Successful delivery requires maintaining the integrity of the distributed configuration items. Different items require different levels of control based on their physical characteristics, purpose, and relative importance to project success.

Our approach involves organizing baseline configuration items into classes and allows proper control. Classifications include project acquired software, application code under development, deliverables, documentation and infrastructure. At a high level, configuration items are identified as being either controlled or managed.

Deloitte will also work closely with DHS to identify documents and products that are subject to configuration control. The list will cover the items that are part of system components. For each one, Deloitte will work with the DHS's technical staff to identify standards for the programming language used, including formatting, standards for headers and other comments, naming conventions, and any restrictions.

Configuration Change Control

Configuration change control involves controlling and managing changes to the configuration items. Major activities include defining and documenting the configuration change control process, identifying and maintaining configuration baselines, and tracking and controlling configuration item changes. The configuration change control processes are critical to the success of the project because they promote integrity in the final product, eliminate time wasted by working from an incorrect version, and render updates compatible with system software and hardware. Deloitte will also work with DHS technical staff to support the annual planning for technology refresh in compliance with software vendor licensing and specifications and upgrades.

Configuration Quality Assurance

The objective of configuration quality assurance to maintain a status record of items in the baseline, allowing changes to be traced. Through Deloitte's extensive knowledge of HHS systems across multiple states, we can manage quality in all components of the ISS application portfolio per the DHS standards. Major activities of configuration quality assurance include:

- Identifying the configuration items to be recorded and tracked
- Maintaining a record of configuration changes
- Reporting the status of configuration items

Configuration Verification and Audit

Configuration reviews are performed periodically to verify the configuration quality assurance information. The goal of a configuration review is to confirm that components have been identified correctly and that component/code changes have been managed properly. The major activities of a configuration review include:

- Identifying the information to be reviewed and performing the review
- Documenting and analyzing the results of the review

Testing

The quality of a software is the key to system stability, controlling costs and overall projects success. Deloitte established processes provides a well-structured, reliable and predictable testing approach for enhancements to confirm quality of the final product and avoid disruptions to daily operations as changes are introduced.

In order to outline the details for testing phase, as part of Enhancement Requirements and Cost Estimates deliverable Deloitte will collaborate with DHS to define and document test plans once

per enhancement release including test phases, the entry and exit criteria, key activities, and work products for each testing phase to address key testing considerations. In this phase, we perform testing outlined in the proposal on all changes, based on the approved Test Plans.

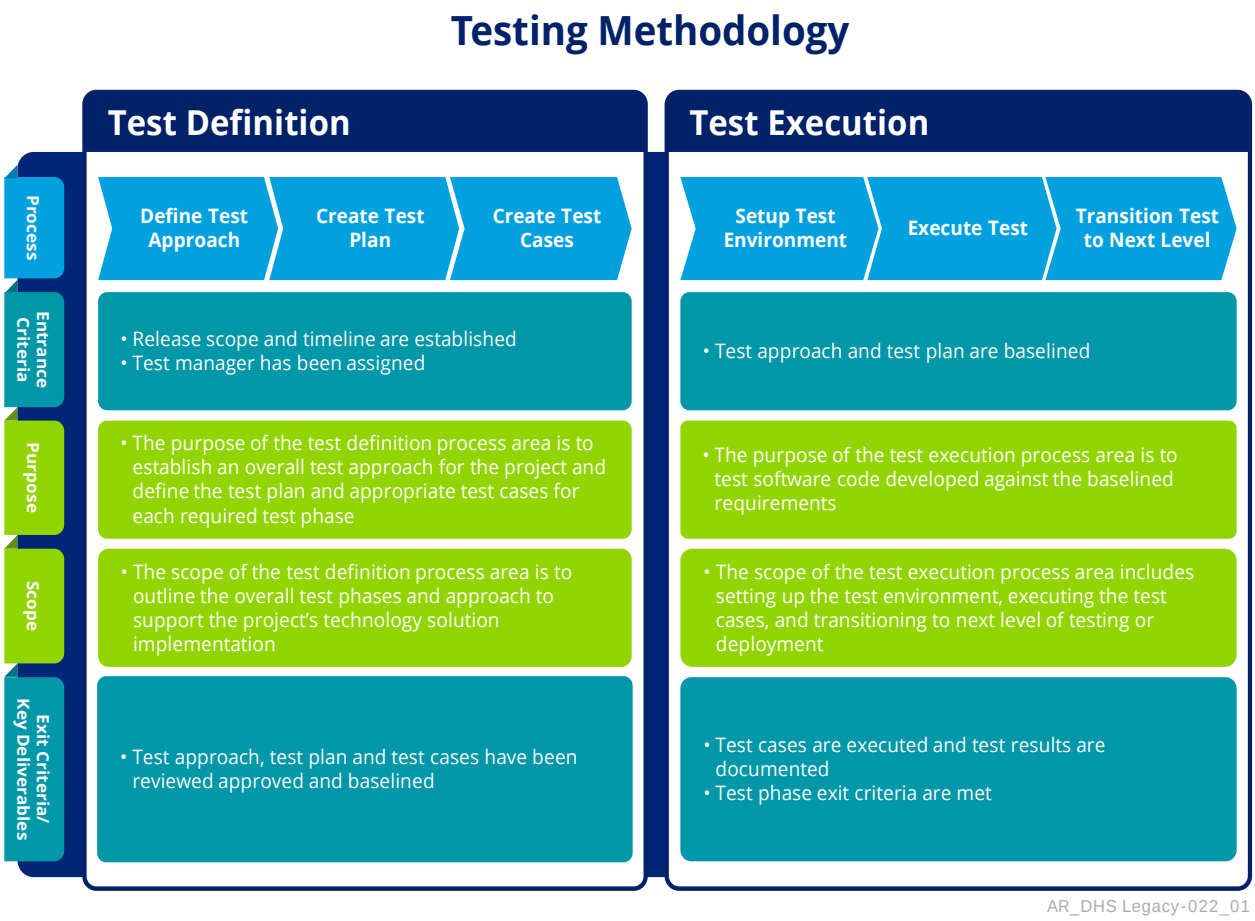

Figure 7-45. Testing Methodology.

Deloitte's testing methodology shown in the figure above for Modifications/Enhancements is broadly divided into two process areas: Test Definition and Test Execution. Prior to Test Execution, our testing methodology focuses on a detailed Test Definition process to create realistic test plans and cases that provide maximum test coverage and an execution cycle that is traceable to the baseline requirements.

As part of the definition process, test cases are written to test functions performed by the end users based on approved requirements and design artifacts. Test procedures includes multiple steps of execution and involves verification of different components of the application such as online screens, batches, interfaces, and reports. Once the Test Definition activities are complete, Test Execution process is started to initiate environment setup and validation activities to perform testing outlined in the Testing Plans including unit testing, integration testing, and regression testing on the implemented changes.

Test Definition

Test Definition aligns with the planning phase of our EVD methodology for modifications/enhancements. It includes determining the test scope, number of test cases, test phases, environment, resources, and schedule. The Entrance and Exit criteria, as well as definition activities, are depicted in the following figure.

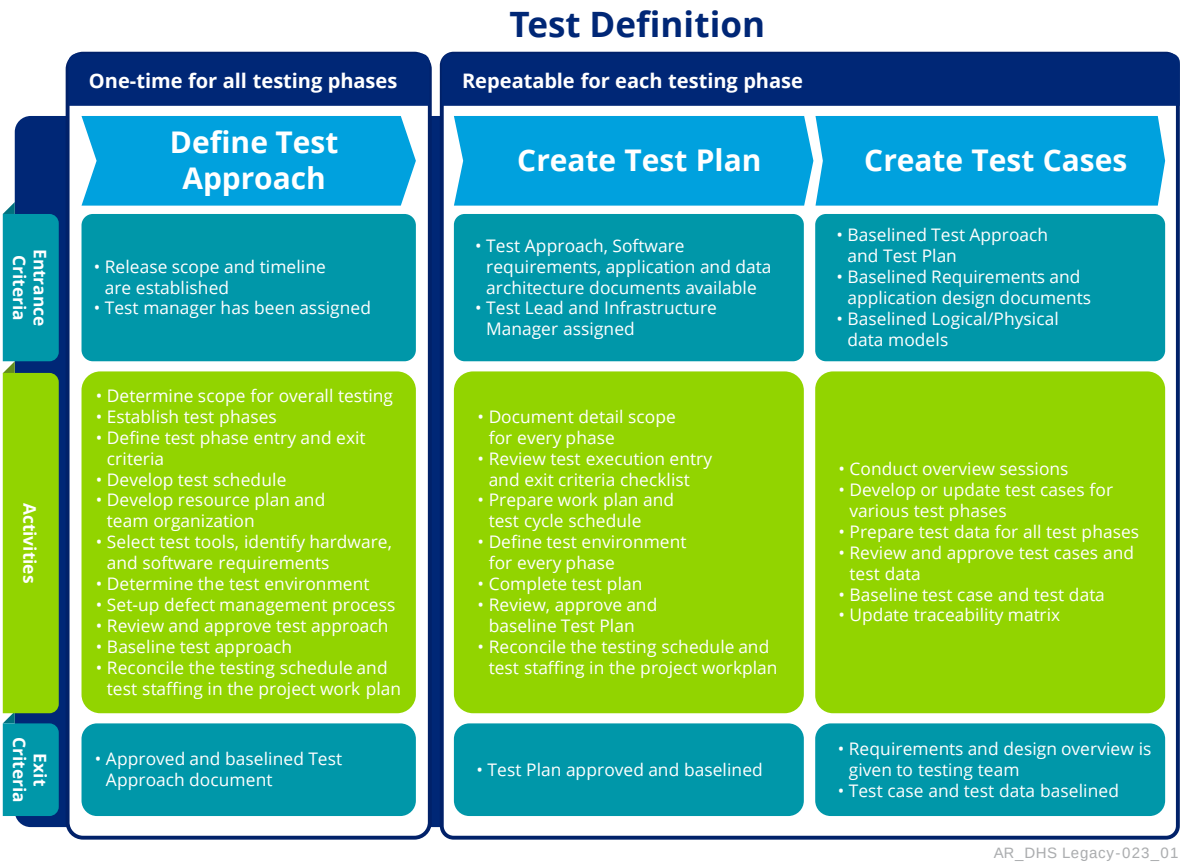

Figure 7-46. Test Definition.

Our testing methodology planning activities focus on a robust test definition process to create realistic test plans and cases that provide maximum test coverage and an execution cycle that traces to the baseline requirements. Deloitte will work with DHS staff to define test entrance and exit criteria collaboratively. Mentioned below are the details that will be tracked along with test procedures for test activities, including System Testing.

- Estimation of the number of test cases to be created, leveraging experience from prior similar test efforts, number of requirements and leading practices
- Traceability between requirements and test scenarios being verified so that there is a clear mapping without any gaps.
- Identifying tools to be used, especially for automated testing
- Setting up the test preconditions
- Determining and documenting the actual test post-conditions

Test Execution

Our Test Execution approach aligns with the Testing phase of our EVD project methodology for modifications/enhancements. It involves Unit, Integration, System, Performance, Regression and User Acceptance testing. Our approach, as illustrated in the following figure, elaborates on specific entrance and exit criteria, as well as activities included in each of the three steps of execution.

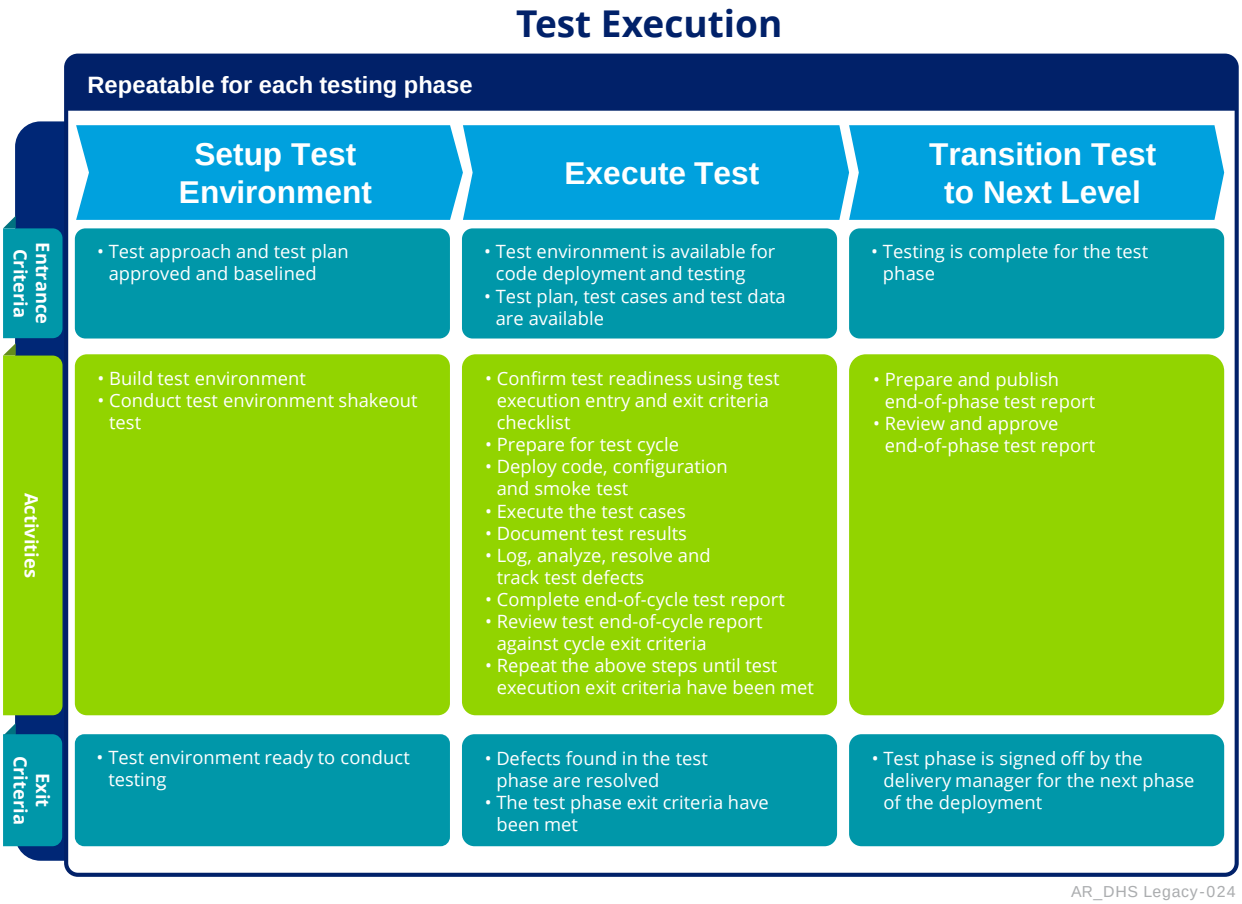

Figure 7-47. Test Execution Steps.

Our testing methodology execution activities focus on three steps that need to be repeated for every test phase identified in the test approach. These steps are; Setup Test Environment, Execute Test and Transition Test to Next Level.

The transition to the next level is a critical phase in which we document and review results and show that identified defects during the effort are resolved.

During Integration and System Testing, multiple test cycles are planned to cover the test effort. The number of cycles to be executed is dependent on the size or risk of impact. This allows us to retest previously passed test scenarios to validate that any fixed defects did not impact completed tests.

The following figure illustrates a sample Test Execution Timeline, representing how multiple cycles will be distributed over time.

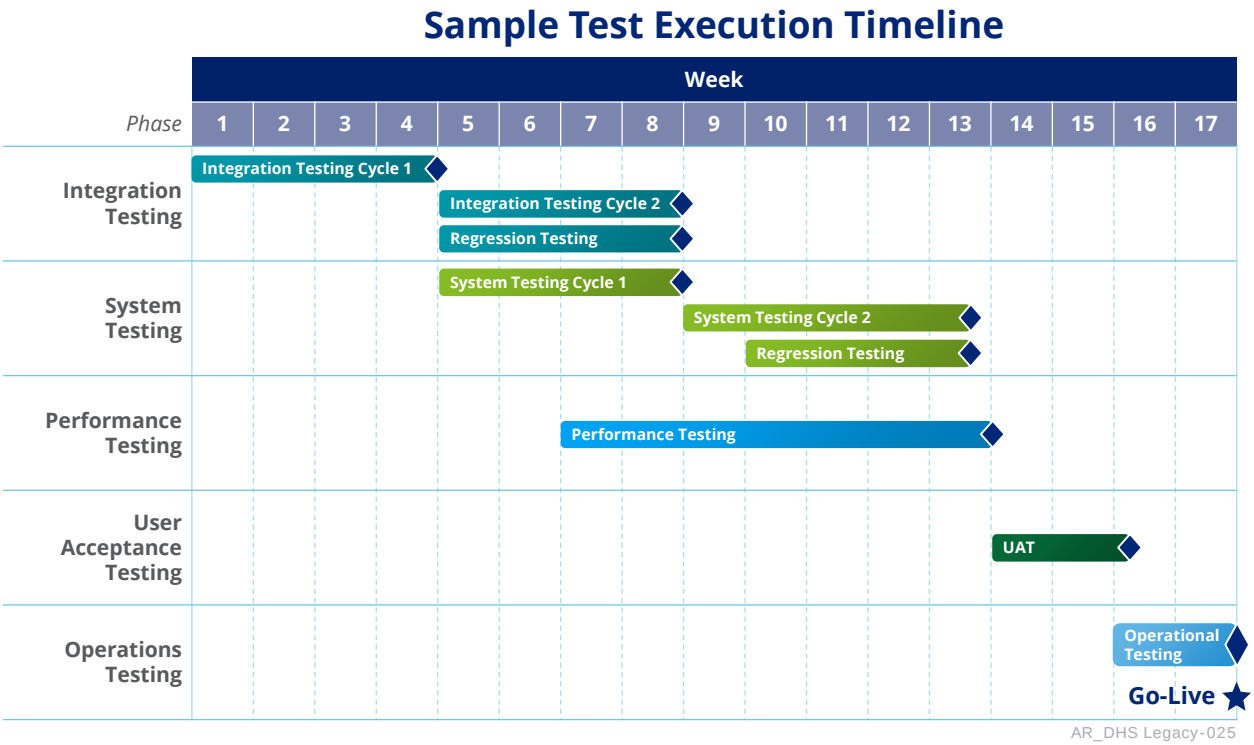

Figure 7-48. Sample Test Execution Timeline.

The sample test execution timeline shows relative position of test execution activities for a typical testing effort.

Execution schedules will be relative to the size and scope of a specific release. Deloitte will work collaboratively with the DHS to develop a schedule that includes ample time for User Acceptance and Operational testing. Deloitte will also manage User Acceptance Testing cycle on DHS' behalf collaborating with all required stakeholders to confirm required participants test the system for the change. We will also provide required support from a user provisioning, UAT issue tracking and management, defect fixing to meet UAT entrance and exit criteria.

Post implementation, we continue to evaluate and monitor test results as part of our preventative maintenance measures.

Training

With every modification or enhancement there may be potential training implications. Deloitte takes a collaborative approach to developing a training plan as part of the enhancement deliverable that will incorporate direct feedback and guidance from DHS on the adjustments to existing training materials, new materials and required training sessions. The following figure provides a detailed breakdown of the steps of our training plan:

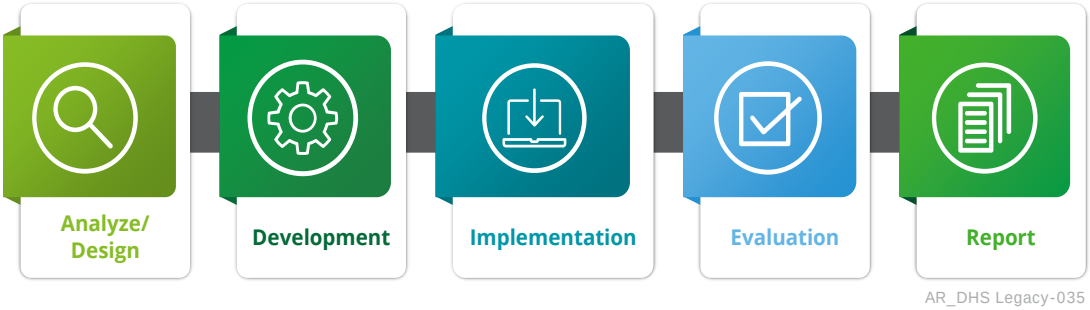

Figure 7-49. Approach to Developing a Training Plan with the DHS.

Training Plan Responsibilities

Training Plan	Responsibility	
Steps	**Deloitte**	**DHS**
Analyze/Design	Create Training Plan and/or User Documentation	Provide input into training plan
	Create Curriculum	Review and approve curriculum
Development	Partner with DHS training team in the development of materials and to provide Train-the-Trainer support	Review and approve training materials and provide staff that can be trained to support training
	Partner with DHS training team in development of communications	Review, approve, and distribute communications
	Create and Update user documentation and training materials Create new user/training documentation for enhancement	Review training materials
Implementation	Deliver materials for distribution	Distribute training materials
Evaluation	Develop evaluation forms and knowledge checks	Provide questions to include in evaluation forms and knowledge checks in order to get desired data. Review, approve and distribute.
Report	Develop a training report after each session and annually that includes: • Courses provided • Number of staff who completed training • Training manuals with descriptions, and summaries of instructions, along with test formats and evaluation methodologies • Summary of staff evaluations and targeted trainings designed to improve staff performance	Assist with gathering data for report
Update existing training and/or user documentation	Deloitte wherever possible will update the required existing training and/or user documentation and all related technical architecture and design documentation depending to depict the change.	Review and approve curriculum

Figure 7-50. Training Plan Responsibilities.

We will work with the DHS to establish a training schedule that may vary based on requirements, scope and overall timeline for each release. Deloitte will rely on the expertise of DHS stakeholders to review, approve, and distribute all elements of the training plan and user documentation. Preparation typically begins 10-12 weeks before release deployment. This includes an average of five days to review after completing the first draft of materials and distributing the materials five to ten business days before the deployment release date to allow staff adequate time to review and retain the materials.

Deloitte's training approach accounts for contractor staff and along with the DHS' training team delivers just-in-time trainings, including additional courses that stem from policy and process updates in-between scheduled releases. Once DHS review and provide feedback on user documentation and training materials we will update them to finalize the materials. The training environments will be made available and maintained to support virtual training needs and to give staff exposure to updates through practice before deployment.

Deloitte offers top of the line training strategies so that end users are educated on the latest updates and stay knowledgeable about policies, process, and system functionality. Our approach also identifies and tailors the right fitting training delivery methods for the DHS staff to understand the data model and build simple queries for ad hoc reporting.

Deployment

As part of the construction activities, the system changes and enhancements are implemented in a timeline based on DHS' service expectations and prior to the release date approved by DHS. The approved release dates are established through a DHS prioritization process. Once the system changes and enhancements have been developed and tested, the next step is to deploy the changes and enhancements to the production environment in alignment with proposed deployment schedule. Deloitte's deployment approach integrates our expertise gained with years of experience for similar HHS systems.

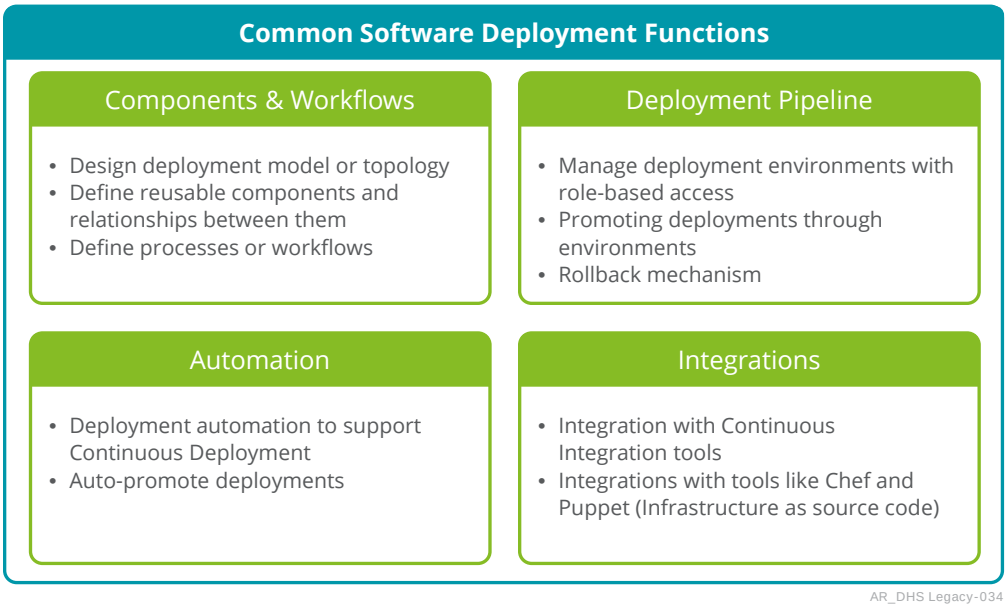

Figure 7-51. Software Deployment Functions.

Deployment is not a one size fits all solution, it varies depending on the size/complexity of enhancements. We work with DHS to define the deployment steps and approach of on-going delivery and deployment allows our clients to act more proactively to rapidly changing technology and business landscape.

Our approach is to provide transparent visibility into the enhancement status in the delivery pipeline and promote the enhancement from one stage to another when conditions are met. Additionally, Deloitte will also support the annual planning for technology refresh in compliance with software vendor licensing and specifications and upgrades. For composite applications managing multiple pipelines that deliver components for an application, certain key considerations for deployment are outlined in the figure below.

In order to confirm consistent high quality delivery, we continually identify and implement software development process improvement opportunities in our methodology and drive application development costs towards best-in-class through process enhancements with implementing tools, automating regression testing and performance testing.

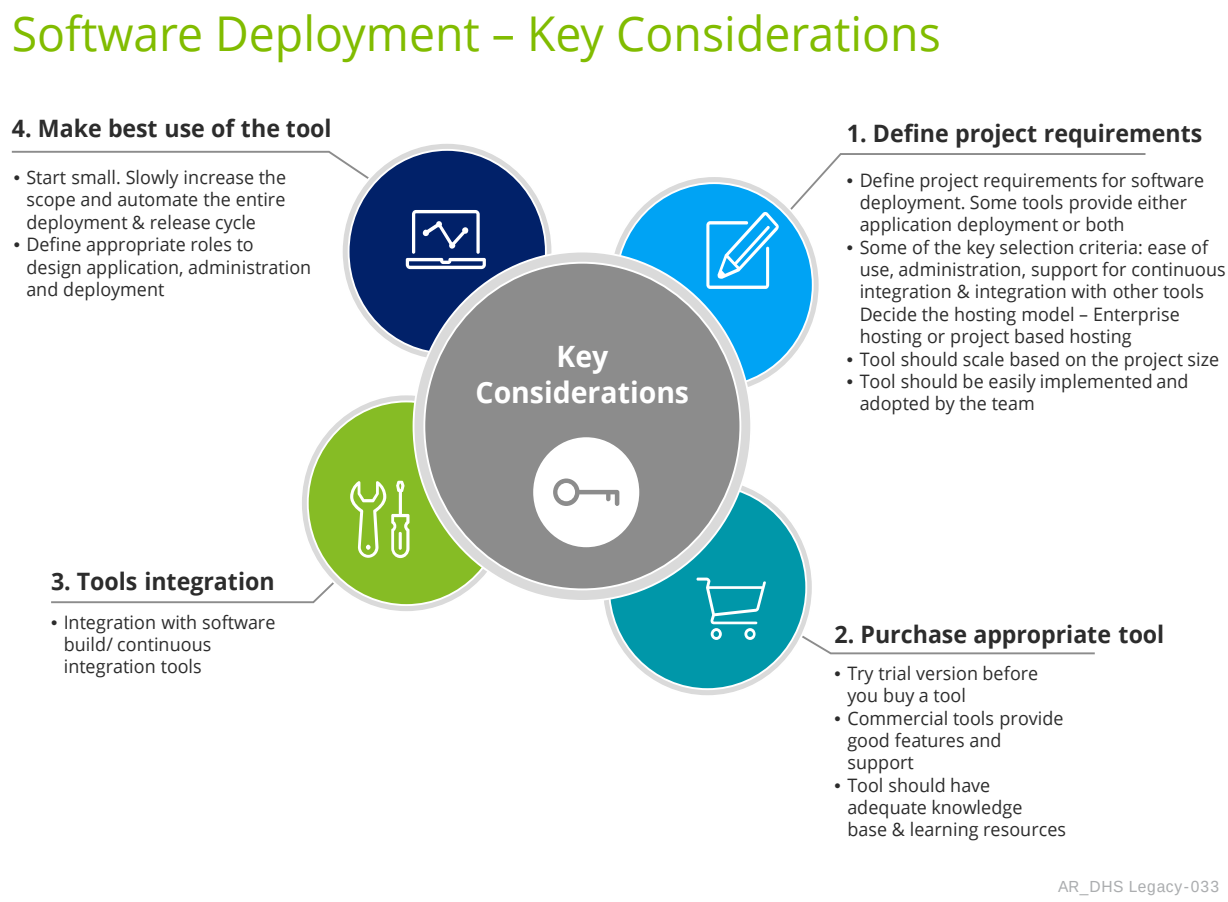

Figure 7-52. Deployment Key Considerations.

Key Activities	Description
Collaborate with DHS for Production/code migration	Collaborate with DHS for Production/code migration and create a deployment (Go/No-Go) checklist to track all activities against a timeline and identify dependencies
Deployment and Validation into pre-production environment	Items deployed to pre-production environment. Validation is conducted to perform necessary checks and stability of the builds
Manage release packaging and production deployment	Stabilized build is moved to production
Perform Post Deployment validation	Key business scenarios are tested and validated
Post-deployment Enhancement and Release Check-List creation	Enhancement and Release Check-List checklist is created and validated to ensure all activities have been completed.

Figure 7-53. Deployment and Post Deployment Key Activities.

Deloitte schedules and conducts checkpoint meetings with appropriate DHS stakeholders during the deployment process and send status updates to DHS as deployment milestones are achieved. In addition, we closely monitor the application when it is first deployed to confirm the application is performing as expected.

Documentation Management Approach

Deloitte recognizes that maintaining a complete and accurate set of system documentation forms the foundation for successfully maintaining and enhancing a system such as ISS. Deloitte's experience in creating, maintaining, and publishing system documentation delivers a proven approach that reduces risk and streamlines the documentation management process.

During the course of the enhancement efforts, Deloitte will be submitting all deliverables and work products associated with the service requests and releases for DHS review and feedback in a timeline compliant with the deliverable review and approval process. Prior to the submissions, Deloitte confirms that all Deliverable Expectation Documents related to each deliverable clearly and thoroughly outline the expected content and the level of detail required.

Additionally, when changes are introduced to the system or processes, the related system documentation (e.g. configuration management process, architecture) will be updated within 2 weeks based on the SLRs defined by DHS.

Our approach, with features described below, is comprised of steps that are in alignment with PMBOK standards. As a product of our experience in other states, we bring an existing understanding of the approach to system documentation and align our processes to meet DHS documentation needs.

Features of Our Approach	Benefits to DHS
Designed to be a clear and repeatable process that reduces risk and enhances team collaboration by including multiple iterative review cycles, with version control, and a standard plan for distributing documentation to the right audience	• Provides clear and repeatable process to establish and maintain standards • Reduces risk and enhances team collaboration • Confirm compliance with DHS standards
Collaborative with DHS' tools and Technologies to streamline the documentation submission and review cycles, reducing risk and driving efficiency for the Agency.	• Streamlines the documentation submission and review cycles • Reduces overall risk and improves the overall

Features of Our Approach	Benefits to DHS
	efficiency
Maintains strict document control information that includes a revision history, a description and date of the changes, and a revision number	• Provides traceability with enforcing version control • Provides efficiency • Minimizes change and rework

Figure 7-54. Features and Benefits of Our Documentation Management Approach.

We use a multi-step process for documentation that begins with acquiring a foundational understanding of the need for updated or new documentation, and includes reviews by Deloitte team leads and project management office (PMO) resources to achieve high quality, accurate documentation for review by the DHS.

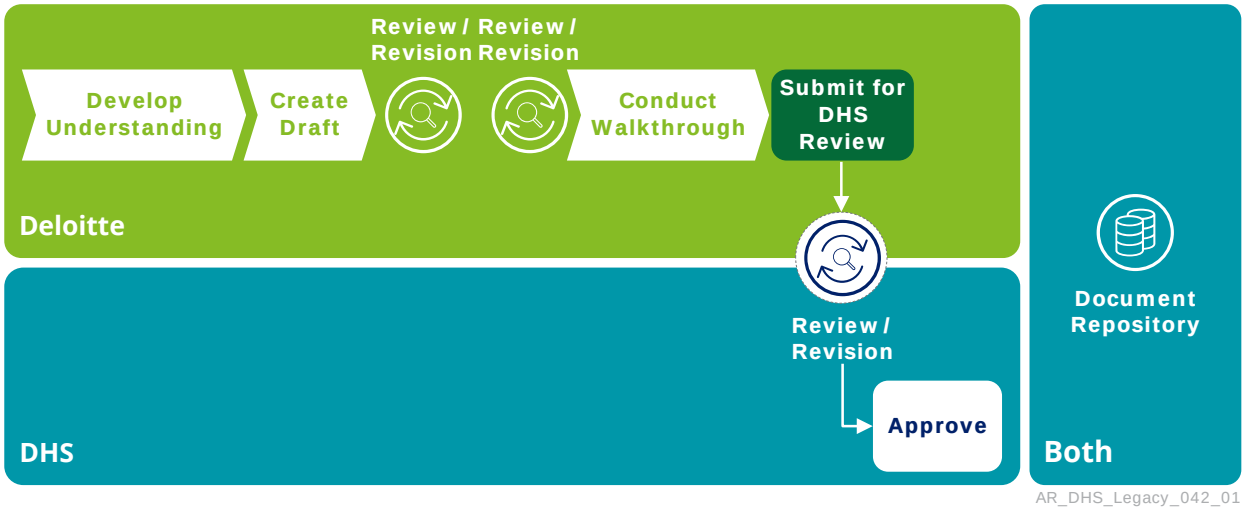

Figure 7-55. Documentation Review, Revision, and Submission Approach.

Deloitte maintains strict document control information that includes a revision history, a description and date of the changes, and a revision number.

Throughout the enhancement efforts, Deloitte maintains overall accountability for management of technical/system documentation and will follow the procedures to maintain established documentation standards while updating system documentation, work products and deliverables. Deloitte also maintains existing technical/system documentation as required to reflect system changes to enhance or improve quality of documentation. These project documents will be stored and maintained at the SharePoint document management tool/repository selected by DHS with versioning, check in/out, and search functionality.

Overcoming Modifications/Enhancements Challenges

Our approach to modifications/enhancements implementation provides a well-organized approach based on previous successful projects of similar scope and size. It is a practical, step-by-step approach that reduces risk for the DHS. We have implemented enhancements in the HHS systems in the past and understand the common or potential pitfalls and have developed effective strategies to mitigate or avoid them. Some of the common challenges that we have encountered in the past during the implementation of enhancements, along with our mitigation strategies, are detailed in the following figure.

Challenge	Our Proposed Mitigation Strategy
Enhancements scope finalization	• Early planning and prioritization of enhancements items currently outstanding. • Stakeholder engagement at all levels of the vendor, DHS, and external agencies (Interagency Coordinator). • Detailed requirements gathering during the planning and prioritization process to avoid scope creep and hours estimates update during the requirements and design phase.
Requirements/Design changes during development and testing	• Identification of requirements and design session attendees designated by DHS executives during the planning phase to review and gain approval on detailed system level requirements. • Detailed system design and test case walkthrough with DHS designated User Acceptance Test representatives to keep everyone on the same page with the enhancement requirements.
Proactive coordination with integration agencies	• We will establish an interagency coordinator during the transition phase that will continue to function during the enhancements phase and review requirements of the change request with all impacted interagency stakeholders. • Clearly defined timeline for all SDLC phases and open communication between the vendor, DHS, and interagency stakeholders on progress of development activities, testing and production implementation date. • Upon DHS approval, share design and test related artifacts and deliverables with the impacted stakeholders to allow sufficient time for testing and acceptance prior to production implementation.
Executive leadership and Subject Matter Expertise	• Too often, projects are not successful due to a lack of leadership on the vendor and client side. Deloitte is going to staff the best industry talent on the ISS Applications project as demonstrated in T-4, Vendor Project Org and Staffing that will provide leadership and subject matter expertise to drive success on the project. • Staff enhancements releases and other as-needed services with subject matter experts in our consulting and advisory practices as detailed in the *Approach to Identify Additional Required Staff* section of this template.
Regression and Systems Integration Testing	• Development of an extensive set of regression and system integration testing scenarios that are executed prior to each build to confirm quality of the code delivered and minimize operational risk for DHS. • To the extent possible, automate execution of regression testing scenarios to cover as many scenarios as possible and at the same time also reduce the risk of human error during testing execution.

Figure 7-56. Possible Modifications/Enhancements Challenges and Proposed Mitigation Strategies.

3.1 Alignment with CMS' Software Development Lifecycle

Recently CMS has published a framework for systems development work, focused on Agile-like implementations (https://www.cms.gov/Research-Statistics-Data-and-Systems/CMS-Information-Technology/XLC/). DHS is not prescribing the Vendor follow an agile or waterfall methodology and recognizes both have advantages and disadvantages. This engagement, like all engagements has unique challenges. DHS expects the Vendor propose a methodology that will be effective at addressing these challenges.

Instructions: Describe how the Vendor's methodology differs from CMS' XLC system development lifecycle and explain how their methodology will be effective at addressing the unique challenges of this project.

Deloitte's Enterprise Value Delivery (EVD) approach brings a proven methodology aligned with industry standards for management and implementation of system changes and enhancements and leverages lessons learned from HHS implementations similar to the ISS Applications.

Deloitte has a history of successfully collaborating with CMS and other external vendors and organizations that impact our client's services or systems. Our DDI approach for system changes and enhancements is based on industry-leading PMBOK and ITIL v3 standards that brings rigor and discipline into the software development life cycle and aligned with CMS' Expedited Life Cycle (XLC). It also supports utilizing traditional waterfall techniques to agile and everything in between, depending on the approach determined during the Planning phase with DHS. In the following section, we will describe in more detail our methodology, and how it aligns with the CMS Expedited Life Cycle (XLC), and why it is the best choice for DHS.

CMS' XLC system development lifecycle is a model to guide and coordinate information technology projects that brings three complexity levels that identifies which artifacts, reviews, and tests are needed for the project. Based on the defined complexities the model establishes a series of reviews, used for monitoring the progress of projects and making decisions as to whether a project will continue with the next phase of the life cycle or an alternative is sought. Each complexity type includes two review types; Governance Board Reviews and Integrated Project Team Review.

The CMS XLC is a methodology-agnostic model that supports all forms of development methodologies. As a result, XLC Governance Reviews will accommodate the use of Agile and other development methodologies.

We will work with DHS to complete the complexity analysis for enhancements with leveraging our expertise and evaluate the scope of the enhancements based on Shared Services, Program/Business Process, Privacy, Security Implications, Data Complexity and Interface Complexity based on CMS guidelines.

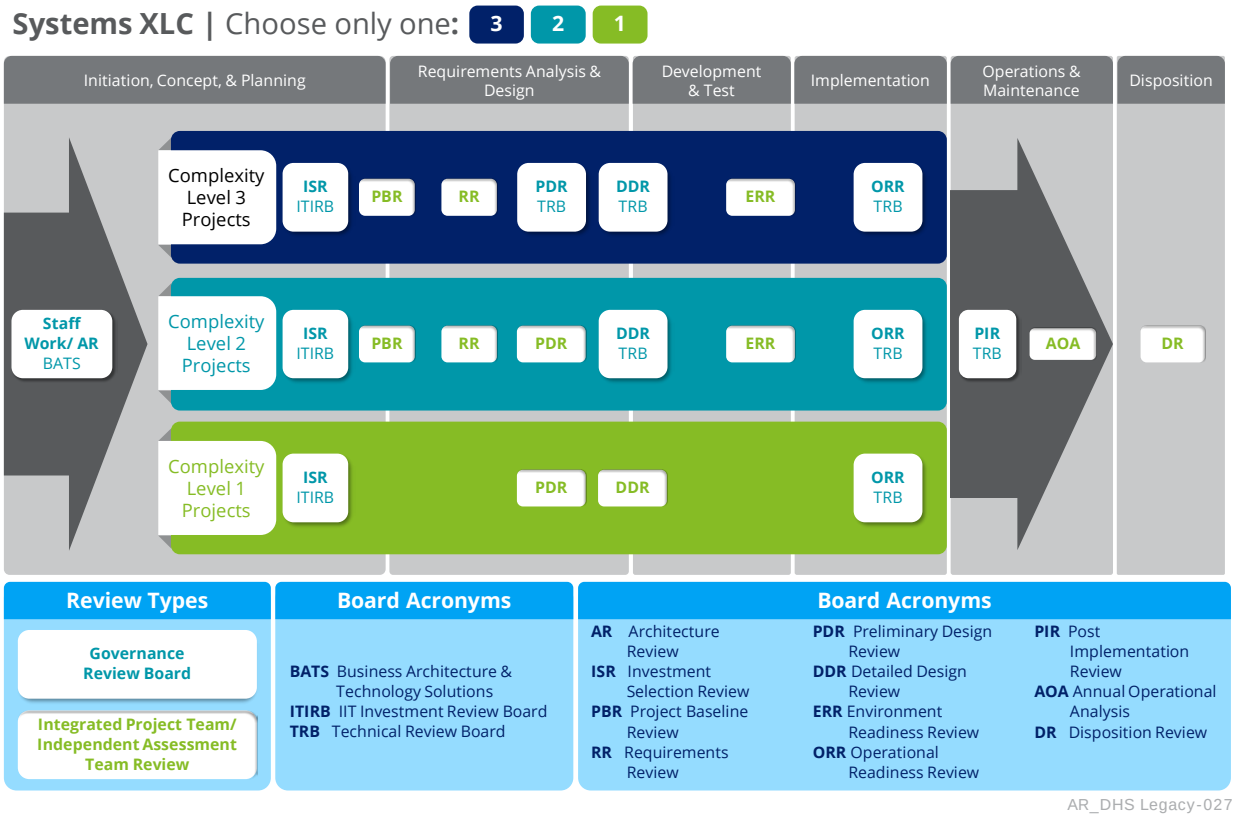

Figure 7-57. CMS Expedited Life Cycle Model (XLC).

Throughout the lifecycle of the project, Deloitte stands ready to support DHS by maintaining current knowledge of the review requirements, complying with review guidelines, providing artifacts to support reviews, and addressing deficiencies found during review. We have already assisted a number of our HHS clients in working with CMS to understand its structure and requirements and in developing project plans and artifacts accordingly. The following figure is a comparative analysis of CMS XLC activities and Deloitte's SDLC activities and a description of how our methodology will be effective at addressing the challenges unique to the ISS Applications project.

XLC Phase(S)	CMS Expedited Life Cycle (XLC) Step	Project Phase(s)	Challenges Unique to the ISS Applications Project	Our Methodology to Address Challenges
Initiation, Concept &Planning	IT Intake Request Form submission to CMS with articulating the business need, scope, and high-level architecture.	**Planning**	Insufficient coordination between the vendor and DHS on scope definition	During the Planning phase of our methodology for enhancements, Deloitte will collaborate with DHS for IT Intake Request Form submission based on the details scoping document, application strategy and architecture
	CMS review for the Request Form.		Minimal to no client feedback during Scope Document review	Deloitte supports DHS in addressing deficiencies found during review.
	Project Process Agreement (PPA)		Insufficient communication between vendor and DHS,	As part of the Planning phase of our methodology, Deloitte will work with

XLC Phase(S)	CMS Expedited Life Cycle (XLC) Step	Project Phase(s)	Challenges Unique to the ISS Applications Project	Our Methodology to Address Challenges
	and Enterprise Architecture (EA) analysis artifacts submission to CMS		and a lack of subject matter expertise to identify implementation risks at an early stage	DHS for the artifacts to evaluate the scope of work, risks of the enhancements effort, assesses complexity for enhancements with leveraging our expertise from similar HHS implementations
	CMS Architecture Review (AR) to determine if the project follows to the CMS Enterprise Architecture		Late identification of architecture and cross module impact of enhancement changes	Deloitte supports DHS by providing artifacts to support the review, and addressing deficiencies found during review. Artifacts can be in Preliminary, Interim, Baseline, Final stages or Updated Continuously stage
	CMS Investment Selection Review (ISR) to determine if the project should be included in the organization's IT Investment Portfolio			
	Upon receiving approval from the CMS Reviews project execution begins. Project Baseline Review (PBR) is conducted depending on the complexity level of the effort.		No thorough review and approval of planning artifacts prior to beginning requirements and design phase	As part of our methodology, Planning phase activities are completed for the enhancement items approved by Change Control Review Board and project proceeds with Requirements Phase.
Requirements	Conduct Requirements Review (depending on the complexity level)	**Requirements**	High level requirement description leading to ambiguity during design and development phase	Upon completion of Requirements phase, Deloitte provides DHS the requirements and project management artifacts required for the review.
Design	CMS Preliminary Design Review (PDR) to verify that the preliminary design satisfies the functional and nonfunctional requirements and technical solution's completeness and consistency with CMS standards	**Design**	No thorough review of design artifacts and failure to include review comments prior to design documentation finalization	As part of the Design phase of our methodology, Deloitte provides the artifacts to support the PDR and DDR reviews, and addressing deficiencies found during review. Once Design Phase activities are complete, Development Phase begins.
	CMS Detailed Design Review (DDR) to verify that the final			

XLC Phase(S)	CMS Expedited Life Cycle (XLC) Step	Project Phase(s)	Challenges Unique to the ISS Applications Project	Our Methodology to Address Challenges
	design satisfies the functional and nonfunctional requirements and technical solution's completeness and consistency with CMS standards			
Development & Testing	Conduct Environment Readiness Reviews including Validation, Implementation and Production Readiness Reviews to ensure that the system/application completed and tested thorough unit and integration testing.	**Development & Testing**	Insufficient code review and unit testing sceanrios and poor documentation of the unit testing results	Upon completion of Development and Testing Phases Deloitte provides the artifacts to support the review, and addressing deficiencies found during review
Implementation	CMS Operational Readiness Review (ORR) to verify that the system/application completed its implementation processes according to plan and that it is ready for turnover to Operations & Maintenance team	**Deployment**	Unplanned and ad-hoc deployment procedures into production increase operational risk for DHS	During Deployment phase the changes are deployed into production based on the Authority to Operate (ATO). Deloitte coordinates with DHS for the ORR demo and provide the artifacts required for the review
Operations & Maintenance	CMS Post-Implementation Review (PIR)	**Post Deployment Support**	Insufficient monitoring of the production infrastructure post deployment may lead to system downtime	Upon completion of the Production deployment of the enhancements, Deloitte supports DHS by complying with review guidelines, providing artifacts to support the review, and addressing deficiencies found during review

Figure 7-58. Alignment of Our Approach with CMS' XLC Model and Approach to Addressing Challenges Unique to the ISS Applications Project.

Our experience also eliminates the need to start from scratch because it provides templates and examples for CMS Governance Board Reviews, Integrated Project Team Reviews, and test scripts. We will leverage our prior experience, and organizational assets such as previous CMS review templates, presentations, focus area pointers, and lessons learned documents to create accurate representations of the project aligning with the CMS compliance and requirements for each review This minimizes the risk to the project and accelerates implementation timelines because it is knowledge-based and a productivity enhancer.

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4.0 Business Intelligence and Reporting Support Approach

The Vendor must support the end users in developing reports, ad-hoc query tools and other data analytics solution alternatives

Instructions: Describe the approach the Vendor shall take to understand the business need and identify the best alternative to addressing the business need. This should include the approach to business analysis, defining the best solution and developing a solution that best meets the business users' needs.

Additionally, the State is seeking business intelligence services utilizing an agile approach. This requires the Vendor to conduct problem solving, display user centered design approaches, demonstrate agile competencies and identify typical agile staffing roles that may be helpful to the State. The Vendor should provide a detailed description of how agile services will be handled for all requirements that are not yet fully defined.

Our Methodology

Deloitte's approach is built on delivering early results to the DHS and thus, improved service delivery for HHS programs through rapid improvement of incremental capabilities. Our approach to project delivery incorporates facets from both agile and traditional waterfall methodologies to meet and overcome Business Intelligence deployment challenges. Deloitte has developed and fine-tuned this specific approach through multiple field-tests in HHS industry.

Deloitte proposes a Hybrid Agile approach. This approach incorporates Agile practices while keeping the parameters of a fixed scope project. Hybrid-Agile approach blends Agile concepts with the predictability of defined scope, which is delivered iteratively and with transparency. This approach provides a way to control scope and deliver enhancements within cost and time while also providing the benefit of a user centered development.

Section Highlights

- A robust and proven approach for Business Intelligence (BI) and Reporting support that incorporates facets from both agile and traditional waterfall methodologies.
- Well-structured process for implementation of BI and reporting features on a priority basis
- Enhanced collaboration between Deloitte and DHS involving DHS stakeholders in every sprint supporting continuous review and feedback

The following describes the features and the key benefits of our approach:

Features of our Approach	Benefits to DHS
Ability to accelerate delivery of high priority features for BI and reporting needs of DHS	Provides a structured process for implementation of BI and reporting needs on a priority basis, taking into account constraints and dependencies
Supports early Identification of Issues	Supports consistent reviews at the end of each sprint mean any issues will surface early and can be addressed immediately
Enhanced Team collaboration	Establishes a process focus that brings all groups together and removes silos

Features of our Approach	Benefits to DHS
Increased transparency and feedback	Allows DHS stakeholders involvement in every sprint and tangible progress will be reviewed regularly, supporting continuous feedback between development and the business
Ability to rapidly prototype solutions	Focusing on shorter sprints with targeted functionality allows Teams to develop prototypes for DHS to confirm requirements that are not fully defined.

Figure 7-59. Features and Benefits of Our Approach.

Our Approach for Business Intelligence and Reporting Support

For DHS, our proposed Hybrid-Agile approach is highly relevant given the focus on problem solving and user centered design approach. Typically, users do not have a definite understanding of their analytical needs at the very outset of Business Intelligence (BI) and reporting initiatives, and an agile approach is required to elicit and confirm those analytical needs. At the same time, some facets of the waterfall approach are required to successfully leverage cost-conscious and scope controlled delivery mechanisms such as a remote BI development model. This is why we believe Deloitte's adaptive approach is best suited to DHS's business intelligence needs. We anticipate BI capabilities to be released through prototyping and continuous engagement with Business users throughout each release.

Deloitte proposes to have two work streams working in parallel for the Business Intelligence development. One work stream will focus on ETL activities and the other work stream will focus on Reporting activities. These two teams will operate in parallel throughout the lifecycle of the project.

We propose a project-level Discovery phase. This phase will act as the guide for all the enhancements. This includes extracts, reports, analytical tools, as well as broad new BI requirements. As part of the activities during discovery phase, DHS prioritizes the changes, requests or enhancements that need to be prioritized. The prioritized activities would then be implemented as a project following the Hybrid-Agile methodology. The following figure provides high-level overview of the approach, where the projects are filtered through the discovery phase and implemented through Hybrid-Agile phases.

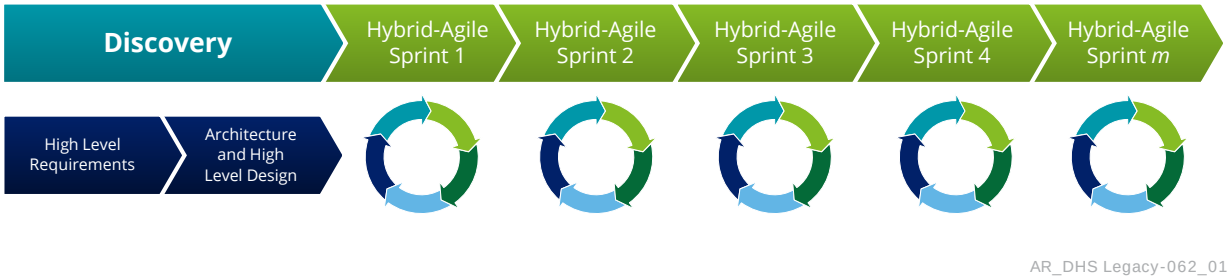

Figure 7-60. Phases of Our Hybrid-Agile Methodology.

Phase(s)	Key Activities	T-6 - ISS Requirements Traceability
Discovery	Receive business intelligence and reporting requests from DHS Coordinate with DHS to prioritize requests Collaborate with DHS to capture, track and maintain a log of all requests the end-user's prioritized business intelligence and reporting needs Analyze the business users' requests to gain a high level understanding of requirements and costs	O4.1 Maintain a log of all requests from State of Arkansas users to enhance their access to the information in DHS' systems. This includes extracts, reports, analytical tools, as well as broad new BI requirements. O4.2 Analyze the business users' requests to gain a high level understanding of requirements and costs O4.3 Coordinate with DHS to prioritize requests
Plan & Analyze	Work with DHS to fully understand the business need Collaborate with the end-users to define/refine a solution to their business needs Facilitate sessions to refine high level and define detailed requirements Select the appropriate technology solution (e.g. parameter driven reports, analytics tool, ad-hoc query tool, etc.) Develop Requirements Traceability	O4.4 Work with requestor to fully understand their business need
Design & Build	Prepare for Design sessions Facilitate Joint Application Design Sessions for business intelligence and reporting requests Document the functional and technical design of each solution Develop mock-ups and proof of concepts Update Requirements Traceability Provide documentation for the specifics of the data being included in the report/analytic tool Build programs for BI and reporting requests with utilizing an "agile-like" approach to development and including programs and interfaces (ETL) for extracting data from systems of records Document and maintain data warehouse/data mart schemas and tables and data dictionaries	O4.5 Leverage multiple techniques to ensure their business needs are fully understood and addressed including, but not limited to: a. Developing mock-ups b. Developing proof of concepts c. Providing training/demos d. Leveraging an "agile-like" approach to development O4.8 Document the specifics of the data being included in the report/analytic tool (e.g. meta data describing the definition, source of data or any formulas or calculations) O4.14 Develop and maintain programs and interfaces (ETL) for extracting data from systems of records O4.15 Maintain and document data warehouse/data mart schemas and tables O4.16 Maintain data warehouse data dictionaries
Test	Conduct testing to ensure all reports are tested and pulling accurate data prior to migrating to production Manage User Acceptance Testing cycle and provide support to DHS Update Requirements Traceability	O4.6 Ensure all reports are tested and pulling accurate data prior to migrating to production

Phase(s)	Key Activities	T-6 - ISS Requirements Traceability
Deliver	Collaborate with DHS for Production/code migration of the developed solution Manage release packaging and production deployment Perform Post Deployment validation Maintain an inventory of all reports that have been developed/produced and track usage of each report Provide training/demos for the developed solution Develop end user documentation, user guide/training materials to capture the data definitions for the data included in each report Collaborate with DHS for review and approval of training materials and user documentation Identify opportunities to streamline and consolidate reports	O4.7 Provide documentation to the end users which captures the exact definition of the data included in each report and simple end-user user guide/training materials. O4.9 Provide ongoing training to end-users until proficient O4.10 Refresh the report/tool as required (e.g. monthly reports must be updated monthly) O4.11 Provide super user support (as usability questions focused on the report) after the report/tool goes into production O4.12 Maintain an inventory of all reports that have been developed/produced and track usage of each report O4.13 Find opportunities to streamline reports provided including identifying opportunities to consolidate reports

Figure 7-61. Key Activities and Requirements.

Discovery Phase

The first phase in our approach is the Discovery phase. Discovery phase overarches over all the enhancements in the business intelligence and reporting area. Deloitte captures, tracks and maintains log of all requests from DHS users to enhance their access to the information in DHS' systems in a Product Backlog, including extracts, reports, analytical tools, as well as broad new BI requirements. The Product Backlog is used to define current sprint plans and refine any future sprint plans. The Product Backlog is continuously updated with the activities that are completed, activities that are in progress as a part of a project and activities that are yet to be prioritized.

Three major work products will be completed as part of the Discovery phase, and will serve as integral inputs into the subsequent phases:

- High level business requirements: We analyze the DHS business users' requests logged in the Product Log to gain a high level understanding of requirements and costs and create a high level business requirements document. The document is created in collaboration with DHS business users.
- Impact: Deloitte works with DHS to perform impact analysis to determine time and cost to implement the change, request or enhancement.
- DHS BI Requirement Prioritization: Deloitte coordinates with DHS to prioritize requests in the Product Log. This prioritization is used to determine the change, request or enhancement to be developed next.

We propose to use the following two frameworks in the Discovery Phase to prioritize activities:

Business Decision Framework:

The decision framework is a series of well thought out questions that allow the end-users to define the business need. This framework would enable DHS to prioritize activities and determined their high level impact on the business.

Component	Description
Business priority	What is the business priority in obtaining analytics driven by the subject area?
Management vs. Operational data	Can the entire subject area be sole-sourced from transactional systems or does it have to be sourced from another data warehouse system.
Standalone ability	Is the subject area heavily dependent on other subject areas?
Data quality / governance controls	Do data sets feeding the subject area have good data quality controls, and are the data attributes well defined and governed?
In-flight / future projects influence	Are there in-flight or future (near term) projects that might influence the sourcing, content or quality of data for the subject area?
Sourcing data	Are the systems feeding data to a subject area difficult to source data from?

Figure 7-62. Components of Business Decision Framework.

ETL and Reporting Requirements Framework

We propose to leverage Deloitte's ETL & BI requirements framework and approach to gather relevant and comprehensive data BI. The BI requirements framework is the accelerator used to answer the ETL and BI requirements for the "what" question and the approach for the "how" question.

Deloitte will leverage a two-step ETL & BI requirements gathering approach:

- Gathering of high level requirements during the Discovery phase
- Gathering detailed requirements during the Plan Phases of the Hybrid Agile

A high-level view of the business-led requirements gathering framework is shown below:

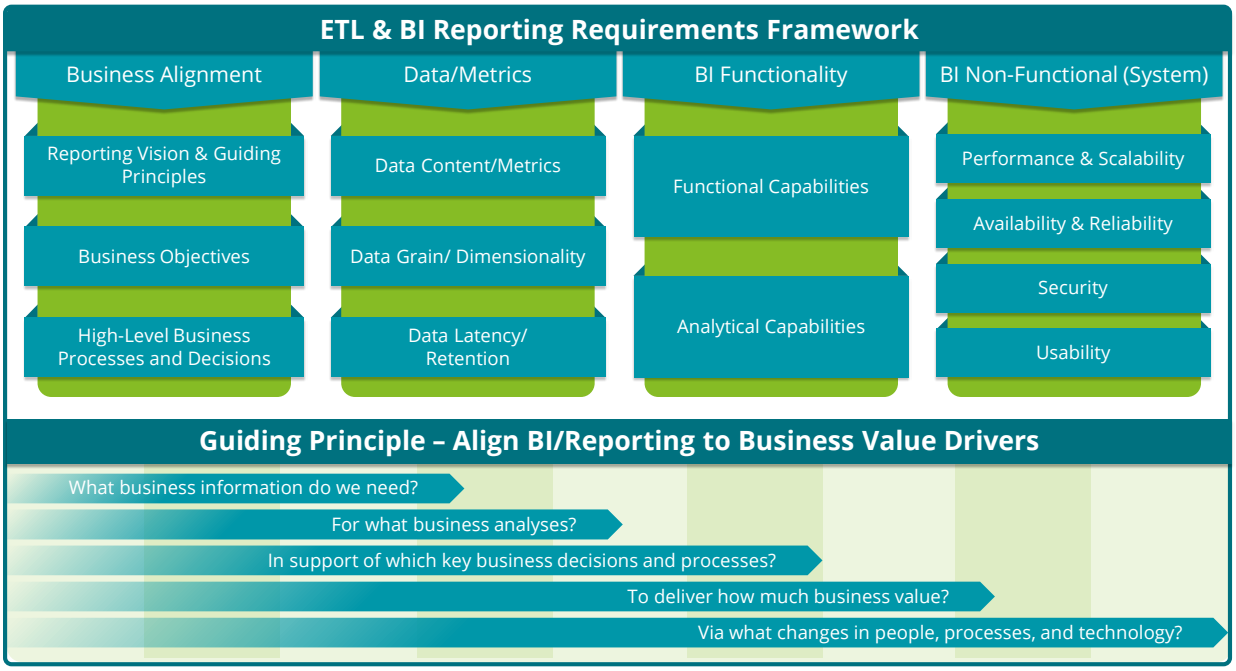

Figure 7-63. ETL & BI Reporting Requirements Framework.

Hybrid-Agile Phases

Once the scope of a request is determined during the Discovery Phase, the request is implemented as per the Hybrid-Agile methodology. The following figure provides a high level overview of all the phases in the methodology:

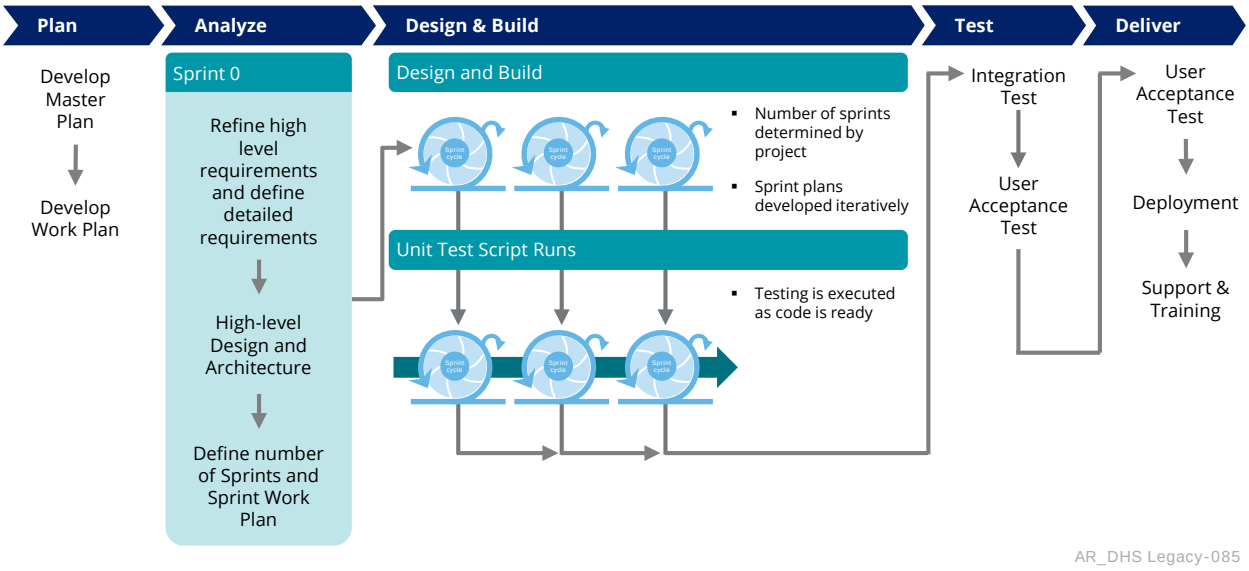

Figure 7-64. Hybrid-Agile Phases.

The Hybrid-Agile methodology includes the following sub-phases:

- Plan
- Analyze
- Design & Build
- Test
- Deliver

The Plan phase covers the activities to determine the work plan and development plan. During the Analyze Phase we conduct requirements sessions and define detailed business requirements. High Level Design and Architecture is defined during the Analyze Phase. Based on the finalized requirements and high level design, we determine the number of Sprints required and work plan for each sprint. The Analyze phase is followed by multiple sprints of Design and Build. These sprints allow us to work collaboratively with DHS stakeholders and incorporate their feedback into design and build. Once the sprints are completed, we perform integration testing and user acceptance testing serially. Once the development meets the user acceptance criteria, the developed objects are migrated to production environment and relevant training completed.

Plan & Analyze

The Plan phase is similar to the Discovery Phase. The scope of the discovery phase includes planning activities for the entire project whereas; Plan phase is specific to the project at a hand.

As part of Plan the definition of ready and definition of done, must be established and the user stories for the sprints built out to a level of detail that can be accepted as ready. Foundation architecture strategies, testing, training and communication strategies are established for the project.

During the Analyze phase, Deloitte conducts requirements and joint application design (JAD) sessions. During these sessions, Deloitte works with DHS end users to fully understand their business need and define the detailed requirements. During these sessions, Deloitte presents the different solution options available to meet the requirement. In collaboration with DHS, we select the right solution options such as selecting the appropriate technology solution (e.g. parameter driven reports, analytics tool, ad-hoc query tool, etc.), selecting architecture.

Detailed solution architecture and requirements for the sprint would also be developed as part of this phase. The following figure outlines the detailed activities performed for ETL and Reporting work stream.

	Detailed ETL Activities	Detailed Reporting Activities
Plan	• Identify Stakeholders and conduct detailed requirements sessions to identify data marts • Determine the scope of the current sprint. Identify enhancements for future sprints if any.	• Identify Stakeholders and conduct detailed requirements sessions to identify reports • Determine the scope of the current sprint. Identify enhancements for future sprints if any.

Plan	Detailed ETL Activities	Detailed Reporting Activities
	• Perform release planning and spring planning in a release • Develop detailed solution architecture for the release • Develop ETL framework • Align release with data governance policies	• Perform release planning and spring planning in a release • Develop Report mock-ups • Develop reporting framework • Determine report security requirements

Figure 7-65. Plan and Analyze Activities.

Design & Build

Design and Build activities are performed in multiple sprints as planned in the Plan & Analyze phase. The sprints allow Deloitte to leverage multiple techniques to confirm that DHS' business needs are fully understood and addressed including developing a report mock-up or a proof of concept as applicable for the request and demo it to DHS users. Thus Deloitte can incorporate feedback from DHS users into the Design and Build process.

The outcome of design phase is the blueprint for development. The blueprints include the functional system design and technical system design of the report. For the scenarios where the data required by the report is not present in the data warehouse, the functional and technical system design for the ETL job is created.

The report functional and technical system design document includes the report mock up, report data element mapping, report parameters, specifics of the data being included in the report/analytic tool and report frequency. The ETL functional and technical system design includes data element mapping between the source system tables and data warehouse tables.

Any changes to the existing database is tracked in the Data model document and data dictionary. The data model document includes list of all schemas, tables and relationship between tables such as parent-child etc. The data dictionary will maintain all the tables and their columns, data type and length of each column and the business use of each column.

The ETL team and reporting work stream work together in this phase. The design of the ETL is driven by the reporting requirement. The report specifications are built and these specifications then allow the data architects to build the logical and physical data model for the data warehouse. The specifications built in this phase are then submitted to DHS for approval. Upon approval, Deloitte will move to the Build phase. The following figure outlines the detailed activities of the Design phase.

In build phase both ETL and BI Reporting work stream operate in parallel. The development efforts are coordinated by Deloitte project lead for alignment. The detailed design approved by DHS in the previous phase will become the blueprint for development. The following are the key activities that we perform during this phase:

	Detailed ETL Activities	Detailed Reporting Activities
Design	• Design Data Architecture • Develop Logical Data Model • Develop Physical Data Model • Maintain and document data warehouse/data mart schemas and tables • Maintain data warehouse data dictionaries • Define and develop Inbound and Outbound ETL Specification • Develop cutover load strategy	• Develop Report Functional Specifications • Develop Report Technical Specifications • Develop Semantic Layer Design • Develop Integration Test Approach • Develop User Acceptance Test Approach
Build	• Create Database Objects • Develop and maintain programs and interfaces (ETL) for extracting data from systems of records Build Data Integration validations • If required, migrate additional data into the data warehouse from the source systems • Develop error handling strategies • Conduct Technical Unit Test • Develop Integration, Regression, User Acceptance, Performance and Stress test cases	• Develop Semantic Layer • Develop Business Intelligence Reports • Conduct Technical Unit test • Develop migration document • Develop security base roles • Develop Integration, Regression, User Acceptance, Performance and Stress test cases

Figure 7-66. Design and Build Activities.

Test

Deloitte performs system integration testing for ETL and Reporting work streams. Deloitte brings a complete testing plan to DHS encapsulating the BI solution and incorporating all phases of the testing cycle including Unit, System Integration, and UAT testing. Once the test plan is approved by DHS, Deloitte performs system integration testing to confirm all reports are tested and are pulling accurate data prior to migrating to production.

Once a report and corresponding ETL passes system integration testing, the objects are ready for user acceptance testing by DHS. The DHS team tests the objects to determine if the objects meets the user acceptance criteria set for the user stories defined in the sprints.

Together, the combination of these testing phases provides maximum comfort that all systems are functioning to user expectations. Deloitte works with DHS in resolving any issues that come up from User Acceptance Testing.

	Detailed ETL and Reporting Activities
Test	• Work with the DHS to set up test environments • Conduct System Integration Testing • Perform defect management • Fix defects identified as per the test cases • Support DHS users during the User Acceptance Test • Develop Cutover and Deployment Plan • Define release Go/No-Go criteria • Develop production support security roles • Develop Go-Live transition guides • Update Metadata repository

Figure 7-67. Test Activities.

Deliver

Once the build and testing phases are complete, Deloitte utilizes its proven methodologies to migrate/deploy all objects into the production environment. This deployment includes thorough analysis of readiness with “go / no go” meetings, business continuity planning and thorough documentation. Once all objects have been deployed to production, the job schedules are automated in the production environment. This automated scheduling includes running the ETL job at the required frequency to refresh the report/tool as required. The reports that needs to be run at a determined frequency is updated. For example, a weekly report is updated every week as per the frequency defined in the specification.

Deloitte prepares standard operating procedures (SOP) with exact definition of the data included in each report and end-user user guide/training materials for each report. The SOP documents provides procedures that DHS end users can refer to when using a report. These procedures include specifics of the data being included in the report/analytic tool, the metadata for the report, definition of each row and column of the report, definition of any formulas or calculations, business meaning of the cells of the report, next steps and actions that users need to perform based on the data of the report.

Along with the above documentation, Deloitte training team provides ongoing end user and technical trainings on how to use the solution and providing any required training materials until end users are proficient. End user trainings allows the DHS business users to understand the report and use in their daily workflows. Technical trainings allow DHS technical staff to maintain the report and corresponding ETL jobs. Post production deployment Deloitte provides super user support (as usability questions focused on the report).

As a part of maintenance activity, Deloitte maintains an inventory of all reports that have been developed and provides statistics that track usage of each report and their runtime. These statistics can be used to identify further changes such as performance bottlenecks to be fixed, and find opportunities to streamline reports provided including identifying opportunities to consolidate reports.

	Detailed ETL and Reporting Activities
Deliver	• Deploy the ETL and Reporting Objects defined as the part of the sprint • Perform go-live support • Perform technical knowledge transfer sessions • Monitor implemented solution and support issue resolution • Perform incident management • Create training documentation • Identify issues and/or enhancements that can be built through future sprints

Figure 7-68. Deliver Activities.

Roles and Responsibilities

As part of Business Intelligence and Reporting Support activities Deloitte will distribute the current BI and reporting portfolio into M&O (BL - Baseline) and Enhancement (ABL – Above Baseline) projects, and allocate appropriate resources to each set of activities and include set of resources for support of BI Power Users within the departments as a part of M&O Services.

We understand the importance of project roles in success of our Hybrid Agile approach. The two key members are the Project Owner and Scrum Master.

Project Role	Detailed Activity	Responsibility
Product Owner	• Attends Daily Stand-Up Meetings • Works with Scrum Master to clear impediments • Defines high-level product features and priority of user stories working with stakeholders • Manages the Product Backlog • Confirms user stories and acceptance criteria are what end-users need • Attends Sprint Reviews	DHS
Scrum Master	• Facilitates daily 15-minute team meeting (Daily Stand-up) • Maintains Sprint Burn Down Charts	Deloitte
Business Analyst	• Provides functional input during the requirements and design sessions. • Define and validate user stories during each sprint • Define the functional design documents when applicable	Deloitte and DHS
Tester	• Perform System Integration and User Acceptance testing.	Deloitte and DHS
Developer	• Understand solution and suggest technical design • Define the technical system design. • Build Report and ETL jobs. • Deploy the system and perform technical training and knowledge transfer	

Project Role	Detailed Activity	Responsibility
Trainer	• Build training documents • Conduct training sessions	Deloitte
SMEs	• Provides subject matter expertise • Consulted as need basis	Deloitte and DHS
Primary Client Stakeholder	• DHS team acting as the primary stake holder • Work closely with the scrum master and product owner to define product backlog, user stories and sprint reviews	DHS
Secondary Client Stakeholder	• DHS team acting as the secondary stake holders • The team works with primary stake holders to provide additional support as and when required	DHS

Figure 7-69. BI Roles and Responsibilities.

5.0 Approach to Identify Additional Required Staff

The Vendor must provide additional staff throughout the Engagement to support implementing enhancements (Section 3.4.2 of the RFP), provision staff to support additional as-needed services (Section 3.4.4 of the RFP) and replace any staff that may leave the engagement.

Instructions: The Vendor should provide a description of its approach to identifying qualified resources to address specific Engagement staffing needs. This must include the entire process from engaging with DHS to understand the needs to the staff being integrated into the Vendor's Engagement team. This must include the approach to identifying internal and sub-contractor resources. The Vendor's answer should also discuss their approach to meeting the security services required at engagement initiation (Section 3.4.4.2)

Deloitte understands that it is critical for DHS to select the right partner to transition, maintain, operate and enhance the ISS Applications. During the term of the contract, Deloitte will work with DHS to assist in the implementation of additional services. In our experience of ongoing maintenance & operations of other systems, we have developed an approach on working with our DHS counterparts on defining and refining requirements for the scope of ad-hoc services. In refining the requirements for these services, Deloitte relies on our extensive experience and Subject Matter Experts (SMEs) to perform a quick turnaround of requirements definition and technology implementation approach to see if we have provided similar services in other states. This significantly lowers the implementation risk for DHS since Deloitte has the right staff and production proven solution to many technology solutions that have previously been implemented in other states. We understand that DHS has expressed an interest in developing new services with an agile delivery approach. During the process of refining requirements with DHS, we will also recommend a software development approach for the as-needed service. As described in the *Approach to Modifications/Enhancements* section of this template, we will work with DHS to determine when it makes sense to consider adjustments to our collective approach to include Agile concepts.

Section Highlights

- Proven network of HHS clients and years of experience providing as-needed services
- Large bench of practitioners across HHS and Technology with deep business knowledge and prior project experience
- Defined training approach and onboarding processes to seamlessly bring on additional staff on the team
- Our large portfolio of HHS staffing vendors makes it easy to identity and staff subcontractor resources
- Our in- house Advisory team has highly experienced HHS security professionals to work with DHS on security services required at initiation

The following figure provides the mapping of key activities in the identification of requirements for as-needed services and staffing of project resources required to perform additional services for DHS and how these activities map to the requirements in the RFP.

Phase(s)	Key Activities	T-6 - ISS Requirements Traceability
Identification and Selection	Work with DHS to identify and refine the requirements for project staff Assist DHS in evaluating internal and external staffing options for each requirement Conduct market surveys or RFIs to identify additional vendors for providing specific services Establish a transparent and competitive process for evaluating outside bids from vendors	O5.1 Collaborate with DHS to refine their request for services. Their request for services could include a simple scope of work, required skillset/qualifications or a high level set of requirements (service or functional) O5.2 Within agreed upon turnaround time evaluate staffing alternatives, both internal staff and sub-contractors to identify multiple viable options O5.3 If requested by DHS, perform a market survey and/or Request for Information (RFI) to identify additional vendors who could address the scope of work O5.4 If requested by DHS, obtain bids from outside vendors and evaluate bids through a transparent and competitive process which includes DHS' input, as requested O5.5 Coordinate proposed staffing developing/providing supporting documentation required (e.g. statement of work defining deliverables, deliverables, payment milestones etc.) O5.6 Support DHS in evaluating staffing alternatives as required (e.g. coordinate interviews, provide reference information)
Execution	Establish on-boarding and training processes to ensure the staff associated with Additional Services are compliant with DHS policies and procedures Establish QA process to ensure onboarding and off-boarding policies are followed for all contracted staff Coordinate the removal of any staff associated with Additional Services Work Efforts	O5.8 "Perform all contract administration tasks for any efforts that result from a Request for Additional Services, including, but not limited to: a. Ensure all deliverables/timesheets are approved on schedule b. Coordinate all invoicing for any additional services requirements payments, whether deliverable based or time and material based c. Ensure all staff adhere to all terms and conditions captured in the contract " O5.9 If requested by DHS, remove any staff associated with Additional Services Work Efforts
Quality Services	Monitor contract staff periodically for compliance to DHS requirements Solicit feedback from DHS leads on staff performance Create and share documentation of all Additional Services Work Effort	O5.7 Responsible for performance of the agreed upon staff/team and meeting any SLAs/deliverables agreed to in the Request for Services O5.10 Responsible for the quality of the solution resulting from any work performed against a request for additional services O5.11 Ensure any activities performed as a part of an Additional Services work effort align with and follow DHS policies and processes and align with all standards (e.g. coding standards) O5.12 Responsible for the end-to-end integration and performance of any resulting software that is implemented as part of an Additional Service work effort O5.13 Responsible that any Additional Service Work Effort results in full documentation prior to the close out of the Work Effort

Phase(s)	Key Activities	T-6 - ISS Requirements Traceability
Agile Delivery	Work with DHS to create a bid for incorporating an Agile framework for new services	O5. 14 While the state is requesting maintenance and operations for existing applications as well as business intelligence products, there is also interest in developing new services with an agile delivery approach. The Vendor is encouraged to explore agile services that may qualify as above base line work, as and when desired by the state. For additional requirements that are not yet determined, at the State's discretion, the Vendor will work with the State to define requirements and will submit a not to exceed bid that will incorporate an Agile framework for the tasks to be performed

Figure 7-70. Key Activities and Requirements.

To find staff that meet the criteria desired to support as-needed services, as well as backfill staff throughout the duration of the project, including staff that may be removed from the project at DHS' request to Deloitte, we will draw on our two practices within Deloitte as the source of our key and supporting staff:

- **US Consulting Practice**. The U.S. Technology practice is home to over 22,500 consultants. These practitioners focus on providing technology services for our clients, with broad and deep technical skills. Within this practice, we have over 10,000 devoted Public Sector practitioners working across the nation, DHS can be confident that we have knowledgeable and "ready trained" staff available to meet the customization, implementation, training, and support needs of ISS Applications. Within the Public Sector industry specialization, our State Government practice has a strong background in serving Health and Human Services clients. Over the past 25 years our organization has continuously worked in this space — from Medicaid, State Children's Health Insurance Programs, SNAP, TANF and other public assistance programs. We understand that DHS has expressed an interest in implementation of as-needed services with an agile delivery approach. Deloitte has led the way in bringing agile processes to our client, across all industries, including State Government We are confident that we will be able to meet DHS needs to staff the project with additional staff with this talented pool of Deloitte practitioners.
- **US Advisory Practice**. Deloitte's cyber risk services practice has been providing technology risk services for over 35 years with over 2 decades of experience within the state sector. It was specifically created to address our clients' challenges around information security, with services to assist with the design, development, and implementation of industry-leading information security solutions with a business centric focus. Deloitte has over 2,000 security and technology risk professionals in the US. These professionals bring a wealth of experience in various aspects of security and have been providing distinguished service to various local, state, and federal agencies. As per the requirements in RFP Section 3.4.4.2, our Advisory practice will work in conjunction with DHS and DIS to conduct an assessment of security enhancements to be implemented.

Although Deloitte has several HHS projects currently underway, we also have a broad enough resource talent pool to accommodate new work, such as enhancement and as-needed services to support DHS initiatives, without impacting ongoing work. We use the following approaches to identify additional required staff, thereby reducing risk for current and future work with regard to resource constraints:

Features	Benefits
Training of HHS resources	We provide specific HHS training to resources when they begin their first project. Our "HHS Bootcamp" familiarize participants with the business and policies that are common across most systems.
Rotating practitioners across projects	We encourage practitioners to serve multiple HHS clients in order to grow their knowledge base and have a broader range of experience and understanding. However, we do not shift resources around frequently. We only do this when both the value to the practitioner and the project could be enhanced by a change.
Growing number of HHS practitioners	We place high importance on growing HHS practice, in addition to fostering the talent we already have. Several of our practitioners have made their careers in this space and are able to serve all of our clients effectively.

Figure 7-71. Features and Benefits of Our Approach to Identify Additional Resources.

As an industry leader in implementing and maintaining similar solutions, Deloitte maintains a portfolio of Contingency Work Services (CWS) relationships. These relationships have proven successful in managing complex maintenance, operations and enhancements initiatives. Deloitte's CWS practice allows us to bring additional staff under our project's management and supervision. We consider these staff like our own staff who provides unparalleled quality and work together as a well-integrated unit. We are confident that with our existing pool of Subject Matter Experts, and existing relationships with CWS, we will be able to fulfill DHS' needs for as-needed services related to business, technology and security services. If the need arises, based on discussions between Deloitte and DHS, and at DHS' request to Deloitte, we will work on conducting a market survey and identifying external vendors or subcontractors to meet the requirements for the as-needed service. Deloitte understands that if this solicitation results in procurement of services from an external vendor, we will directly manage the performance of the vendor and undertake responsibility for integration with software and infrastructure managed by Deloitte.

If appropriate, the ideal team of Deloitte internal and any as-needed external vendor or subcontractor staff, we will employ a transparent approach to project staffing and work with you to select the right staff from this matching process and recognize your ability to interview any or all of the personnel prior to confirming them on the project. These activities will be spearheaded by Deloitte project leadership, who will remain on-site and work shoulder to shoulder with DHS together to address the dynamic staffing requirements including coordination of interviews, and providing reference information for qualified candidates that match the skillset of as-needed services.

Approach to Integrate New Staff into Engagement Team Approach to Integrate New Staff into Engagement Team

Meeting the dynamic needs of the DHS systems requires a flexible staffing model that can adapt to new Enhancements and As-Needed Services. Key to such a staffing model is the ability to seamlessly handle onboarding within the project team. Deloitte manages resource onboarding through five focus areas that optimize performance, and minimize disturbances.

When it is necessary to bring in additional staff, Deloitte will continue provide exceptional service and confirm that day-to-day operations continue without disruption. We will minimize risks by preserving project knowledge and leveraging the expertise of existing team members. Lastly, we will swiftly integrate new staff from Deloitte and Subcontractor teams, fostering a cooperative working environment and maintaining workload and efficiency.

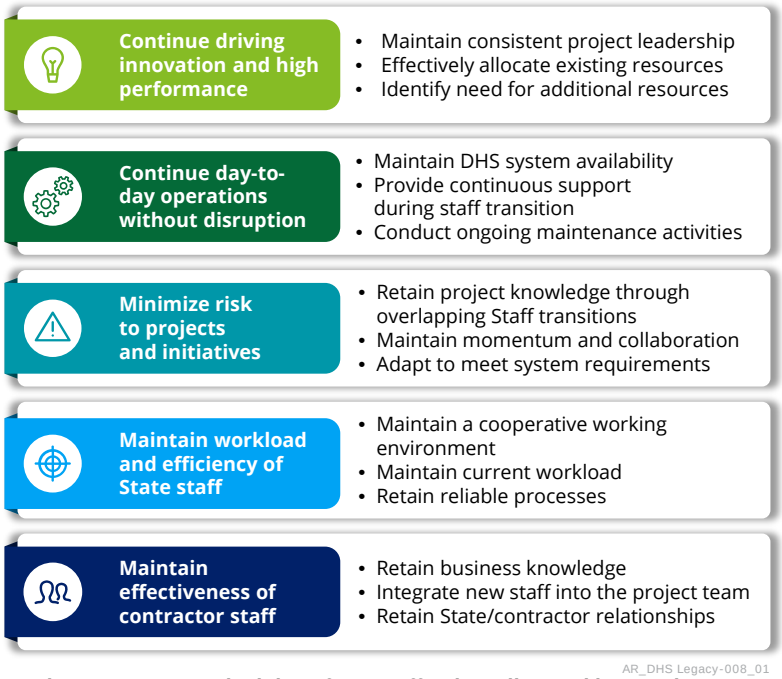

Figure 7-72. Key principles of our staff onboarding and integration approach.

As new resources are brought on board, they will be thoroughly trained in the general practices of the HHS sector, as well as the specific details of DHS policies, ISS Applications standards for coding, configuration, unit testing reviews, and a training on project specific tools and procedures. Deloitte has considerable experience training and integrating new staff, and provides a number of options for continued, project specific education. First and foremost is a culture of mentorship. Experienced HHS practitioners will take a hands on approach to training and guiding new staff as they join the project team. Additionally, Deloitte offers a number of proven training methods, including HHS Bootcamp, Lunch and Learn sessions, weekend trainings, online trainings, and evening learning sessions. Any combination of these training methods can be leveraged to confirm that the project team is well-informed, and capable of meeting DHS ongoing needs.

We have continuously demonstrated our ability to adapt to the dynamic work environment and changing business needs of our clients. We understand DHS's need for ongoing As-Needed Services, while also supporting operations, and standard maintenance activities. To meet this need, Deloitte offers a flexible staffing model and transition approach that is capable of adapting to any requirement. We enjoy a highly trained group of professional staff who can easily be deployed for any project.

Approach to providing As-needed Security Services

As specified in the scope for as-needed security services, we have provided below our prior experience executing similar services in other large cyber security initiatives. Deloitte will work with DHS and other stakeholders at the start of the project to do a requirements assessment for the as-needed security services and recommend an implementation approach.

MARS-E 2.0 and IRS Compliance and Auditing

Deloitte leverages its Risk framework that is designed to determine a rationalized set of security controls as well as streamline the compliance management process on an ongoing basis. Deloitte has incorporated the security controls from the list of applicable standards into our Risk Framework including ones from Minimally Accepted Standards for Exchanges (MARS-E) 2.0 (published in November 2015) and Internal Revenue Service (IRS) Pub. 1075 (published in September 2016). This framework will be used to assist DHS in conducting Compliance and Auditing related activities. As part of the assessment, Deloitte will use the remediation steps and the associated milestones to update the Plan of Action and Milestones (POA&M) document. As required by CMS, we will work with DHS to update the POA&M on a quarterly basis. For details about using our risk framework to conduct compliance assessments, please refer to the *Compliance Assessments* subsection within this template's *Security* section.

Multifactor Authentication

Multifactor authentication or two-factor authentication adds a second level of authentication to an existing account log-in mechanism. Two-factor authentication requires a user to have two out of the three types of credentials before accessing an account, the three types are:

- Something known by the user, such as a personal identification number (PIN), password or a pattern
- Something the user possesses, such as an ATM card, phone, or fob
- Something that is part of the user, such as a biometric like a fingerprint or voice print

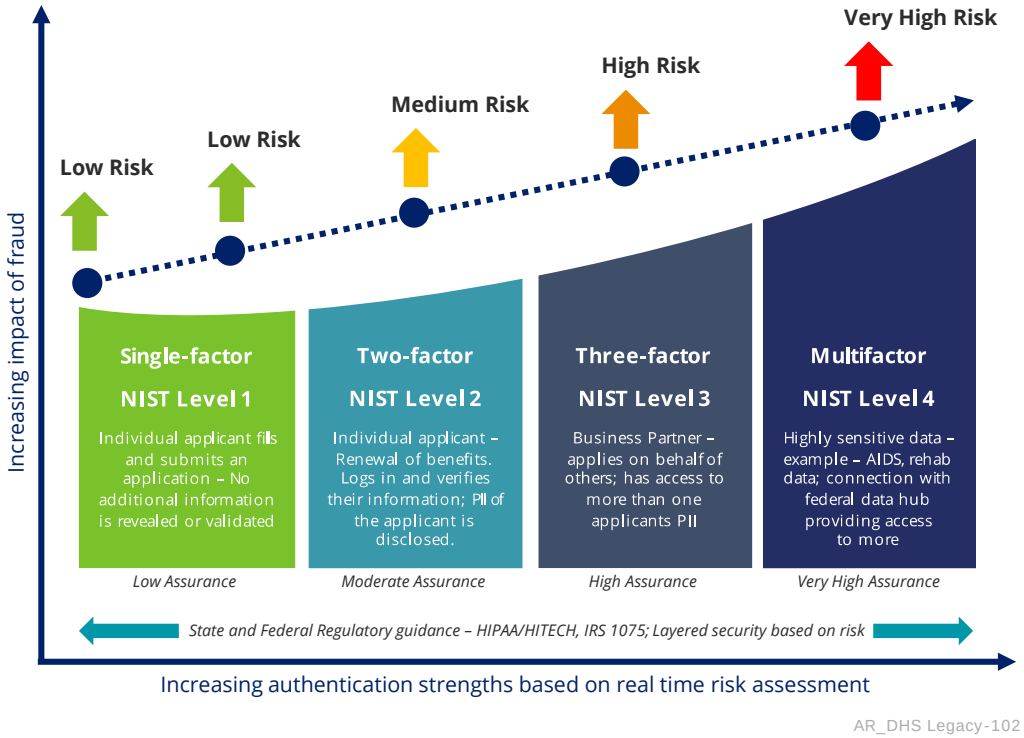

Figure 7-73. Risk Based Authentication.

Risk based authentication (RBA) is a technique that uses both contextual and historical user information in combination with data supplied during transaction, for e.g. time of the day, geo-location, IP address etc. to assess the authenticity of interaction. Identity and Access Management (IAM) implementations will increasingly demand versions of risk-based authentication models were systems require different authentication levels of the same user, based on the risk related to a specific transaction.

Deloitte will leverage its expertise in implementing various forms of Multifactor Authentication and work with DHS to develop an appropriate solution in alignment with the state's requirements, adding an extra layer of security on to the proposed solution.

Risk-based authentication differentiated	Static authentication typical IAM implementation	Benefit of RBA
Enables real-time preventative fraud detection and controls	Traditional authentication methods are unable to detect or prevent unauthorized activity	RBA utilizes in place architecture, but provides additional controls to evaluate risk in real-time and place require additional controls where risk is high
Authentication controls increase with increasing risk of transaction/access	One-size fits all	RBA enables "right-sizing" the authentication control to the risk of the access
Flexible – allows for multiple device types	Strong authentication relies heavily on two-factor model built around PC/desktop	Increases convenience Enhance user convenience
Enables follow-on authentication controls as user requests higher risk data – authentication is no longer a "one-time per session" event	One-time event	As risk increases, system requires enhanced authentication challenges
Authentication is dynamic based upon multiple attributes	Authentication is static (ID + Pwd)	Identify proofing compared to authentication – attributes such as location, time, history, device type, etc.) can significantly change the risk of a transaction

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Figure 7-74. Risk Based Authentication Benefits.

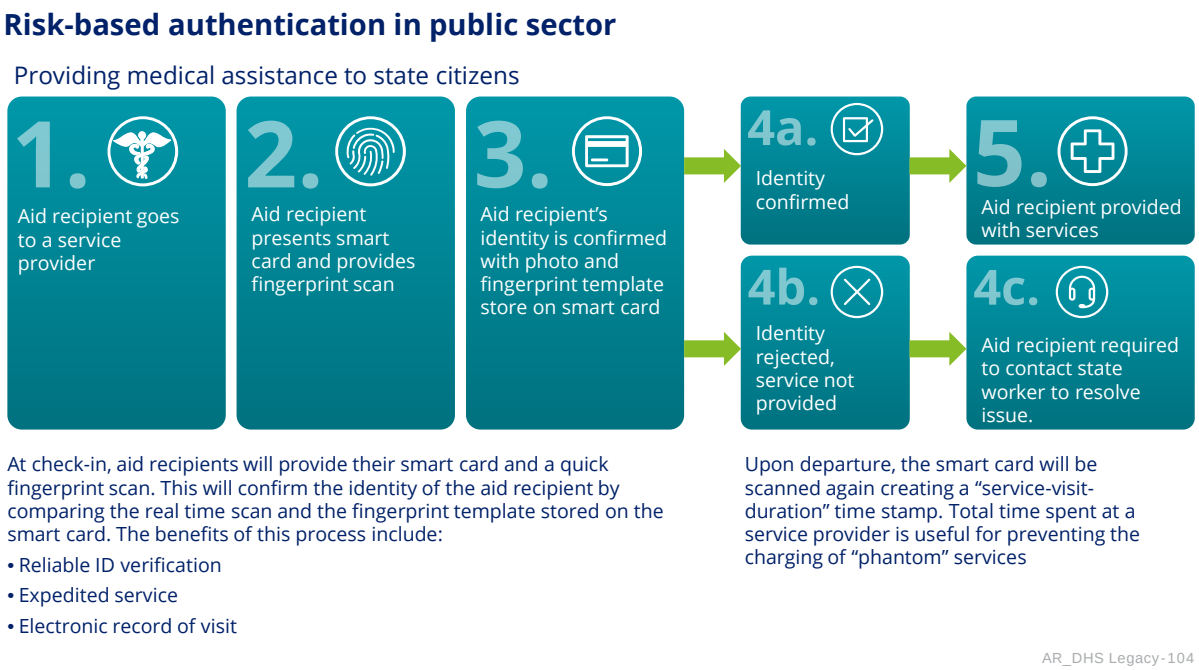

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Figure 7-75. Risk Based Authentication in Public Sector.

Encrypting Data at Rest and Data in Motion

After reviewing the requirements set forth in T-6, it is our understanding that DHS is seeking to add encryption to protect sensitive information. Deloitte's Data Loss Prevention (DLP) methodology is used to assist clients in preventing inappropriate storage, use, sharing, and transfer of confidential information through the design and implementation of data loss prevention solutions. The following are common data loss scenarios:

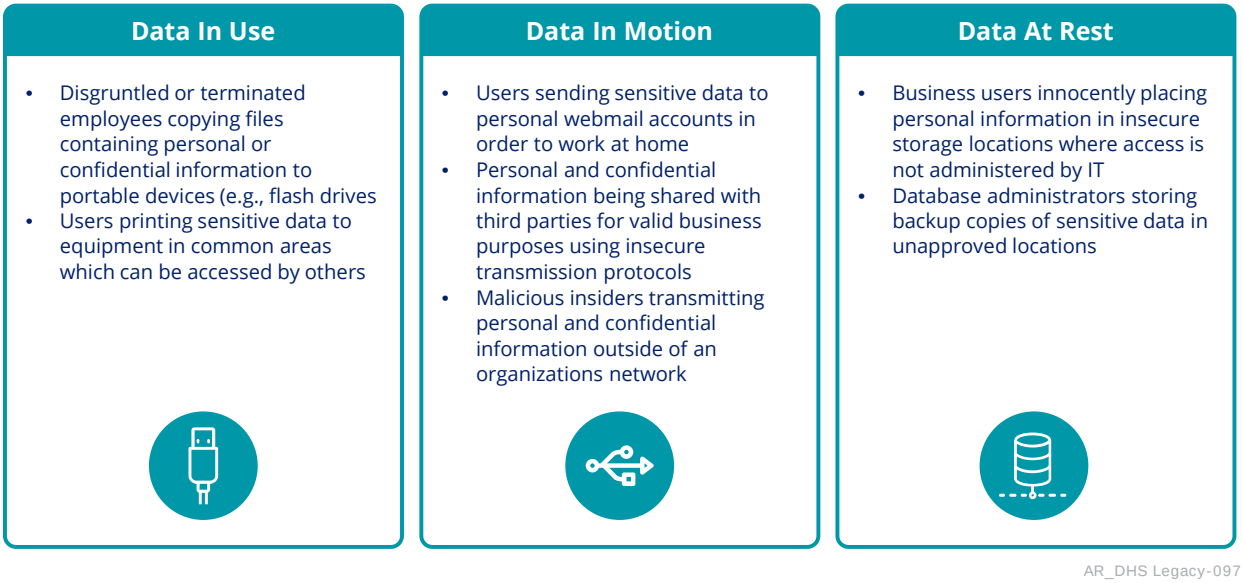

Figure 7-76. Data Loss Prevention Scenarios.

Deloitte's DLP methodology focuses on **monitoring**, **identifying**, and **protecting** data as it moves to, from, and through an organization. Typically, data can be described as being in state of **use**, **motion** or **rest.**

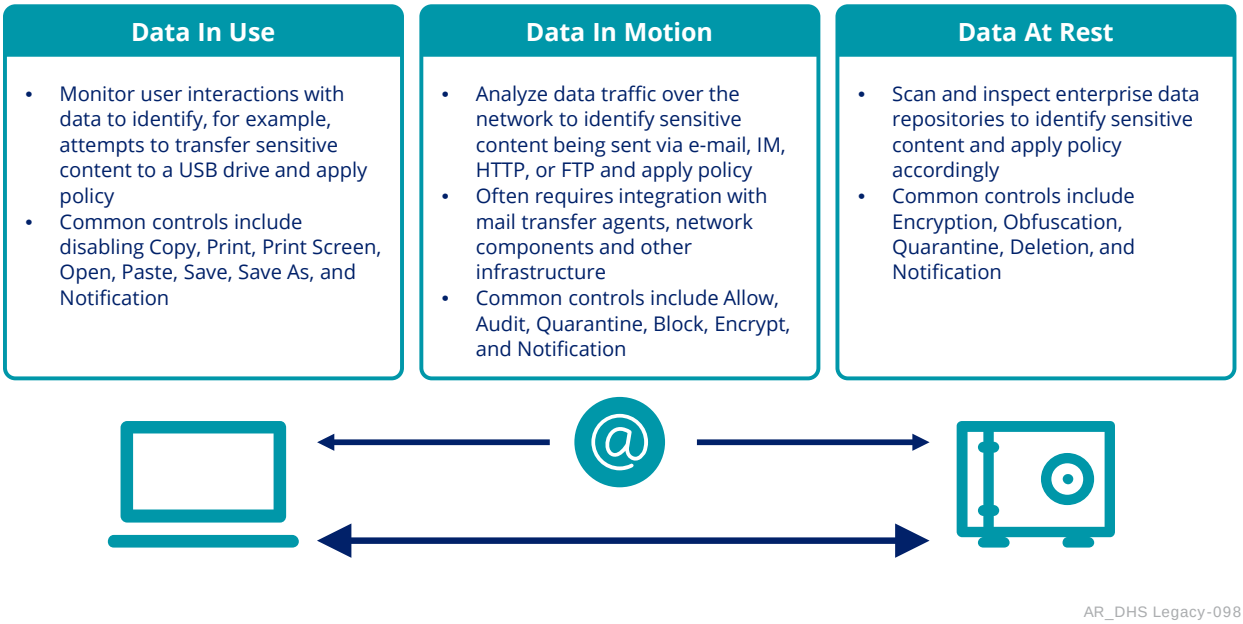

Figure 7-77. Data Loss Prevention Methodology.

This methodology is modular and iterative in nature and can be customized based upon DHS' current DLP program maturity level and objectives.

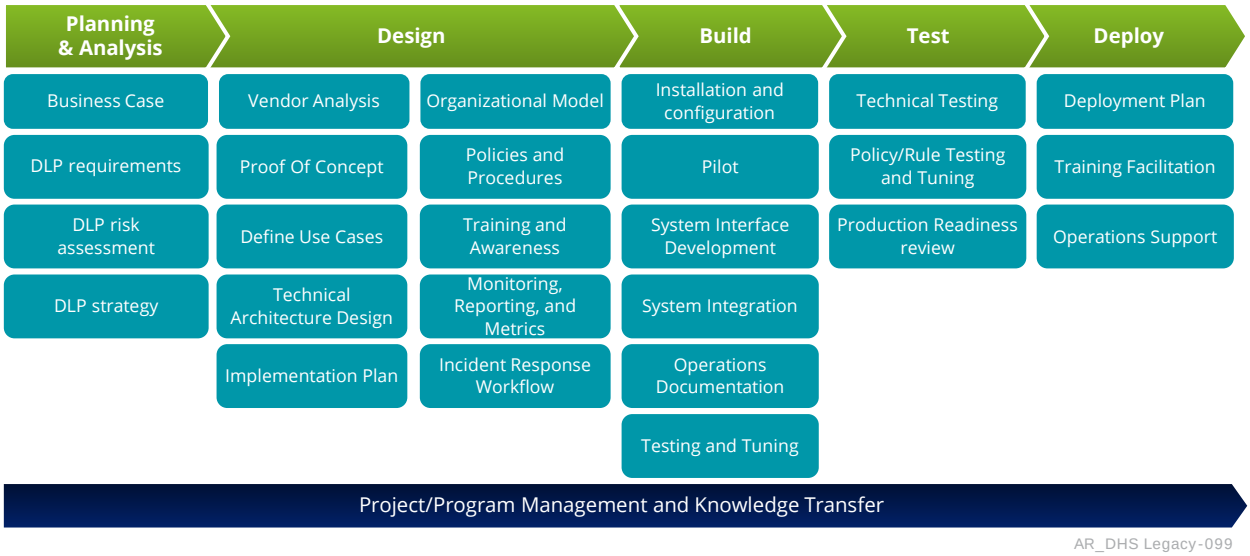

Figure 7-78. Data Loss Prevention Methodology.

Deloitte's expertise with implementing various forms of encryption technologies, using a wide array of products, will greatly benefit DHS in establishing and implementing an encryption scheme to protect sensitive data throughout its lifecycle – from creation to destruction/archival.

Our methodology integrates governance and risk, people and processes and tools and technology. Each focus area consists of distinct modules (sets of tasks, project documents, activities, and deliverables) organized by project phase (Plan, Assess, Design & Develop, Deploy, Monitor and support). This modular approach adds flexibility to implement customized encryption solutions, regardless of product selection, to implement an appropriate encryption scheme in alignment with DHS' specific requirements.

Certificate Management

Digital certificates have become one of the key consideration for enabling core security attributes such as multi-layered, identity based, authentication of identities, verification of both the server-side (device verification) and client-side entities (end user verification), and many more core security attributes.

Deloitte provides support in managing the whole lifecycle of a certificate from generation to revocation and blacklisting for the entities that require digital certificates. Typically, our services cover the following (but not limited to):

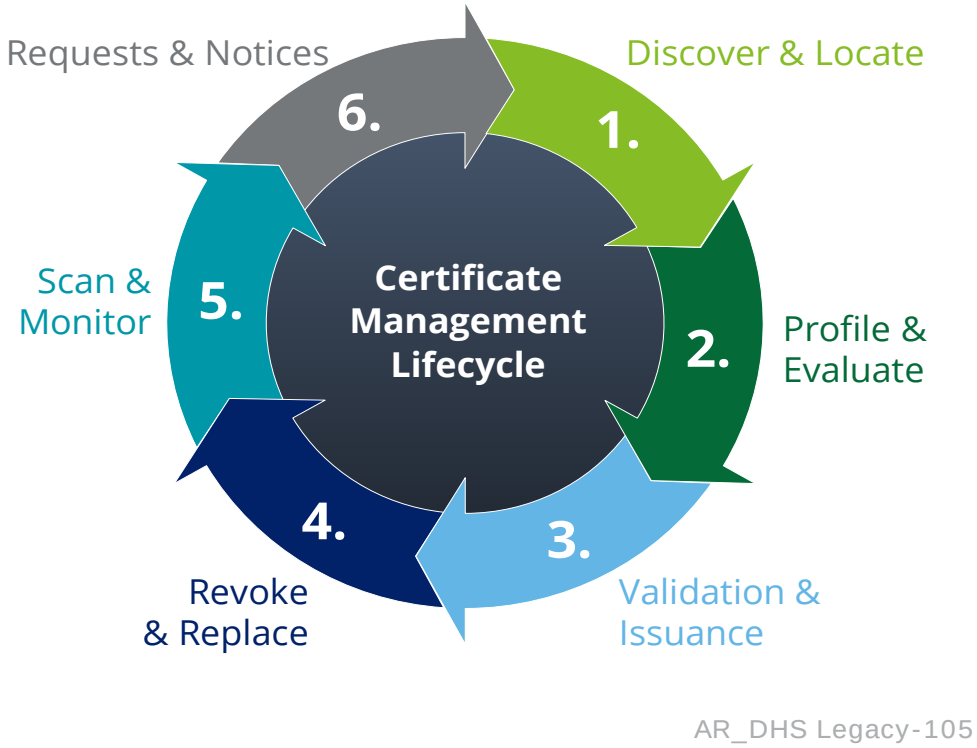

Figure 7-79. Certification Management Lifecycle.

Phase I: *Discover and locate* – The Certificate Management Lifecycle's (CML) first step is to enable and operate an enterprise-wide (or organization-wide) discovery and profiling process that performs periodic discovery of all the digital certificates that have been issued to all entities either via in-house or external CA. This process would leverage a combination of an in-house Universal Certificate Discovery tool and an established certificate issuance database. Upon locating the certificate and entities where it is deployed, the collected information is passed on to the next phase.

Phase II: *Profile and evaluate* – The next step is to profile the issued certificate at all the dependent entities where the certificate may be deployed. The objective is to identify and understand any and/or all dependencies the certificate might have. The CML team may need to conduct interview with the certificate owner to clearly document and validate all dependencies and gathering the next set of requirements from the owner. Information collected on the new requirements are then consolidated and passed on to the next phase.

Phase III: *Validation and Issuance* – This step involves validation of all the provided requirements, leveraging approval processes or workflows (as defined). Based on the requirements the approving team would either approve or reject the requirements. If approved, the certificate would be generated and signed using the in-house certificate generation and CA tools.

Phase IV: *Revoke and Replace* – This phase is executed if any of the following condition are met. Appropriate steps to revoke and/or replace the certificate may be initiated by the CML team: If the approval team rejected the certificate issuance for any of the following reasons: the certificate does not meet the policy or guidance (related to certificate, or enterprise), certificate

meets the retirement criteria (i.e. expired or near expiry) certificate has been compromised or leaked or invalidated.

Based on the condition the CML team notifies the associated owner or requestor about the details and the whole process may need to be re-requested. The CML team advises the requesting owner or his team the necessary steps based on the guidance/ suggestion of the approving team.

Phase V: *Scan and monitor* – This step allows the CML team to maintain due diligence based through leveraging the in-house established processes and tools. This phase addresses the continuous threat that rouge certificates may be deployed, placing the organization at risk. Common scenarios include: An entity legitimately procuring a certificate in a test or development environment; An outside vendor deploying unapproved certificates; A malicious actor installing a rouge certificate for their benefit. This phase also obtains inputs and necessary feeds from the in-house or external vulnerability management sources related to the certificates on the IT assets in the environment. This phase also includes feeds from the risk assessments performed by the organization.

Phase VI: *Incidents and Notices* – This steps allows initiating triggers that feed into the discovery process of the CML. These include notices provided to the organization that either one or more certificate(s) or related systems or environments are affected or has been invalidated or is at risk of getting invalidated. The CML team may initiate tickets based on the incident or notices it receives.

Position Risk validation

Deloitte works with DHS to perform security risk analysis of HR roles. Following data will be correlated and analyzed to perform this exercise:

- HR position data
- Access request & approval policies
- Birth right access data
- Application entitlement data
- Application Risk Assessment data

The results of this analysis are documented in a Position Risk catalogue. Deloitte also helps to define and operationalize a process to keep the Position Risk catalogue updated on an ongoing basis, due to organizational changes. This risk catalogue helps DHS to identify the high risk positions and define controls to mitigate the risk if required.

Deloitte Identity Analytics service offering can be utilized to provide following additional capabilities to mitigate the insider threat concerns. Identity Analytics utilizes data from the Identity and Access Management system, HR system, user access logs, Security Information and Event Monitoring (SIEM) system etc. to provide the following capabilities:

- Peer Group Analysis – will help identify any individual having access which does not align with their colleagues performing similar job functions.

- Access Behavior Analytics – helps identify and flag any out of the ordinary activity performed by a user. This capability also allows for defining specific policies for people serving notice periods, new hires, contractors, privileged users etc.
- Case Management – provides the capability to track and act on the identified violations

Securing and Hardening Server Operating Systems

Deloitte's security diagnostics methodology evaluates how secure the individual components of operating systems are, by identifying vulnerabilities and the impact they will have on overall systems security. This impact reflects and highlights the security measures needed for the following information security focus areas; Identification & Authentication, Access Control and Authorization, System Integrity & Recoverability, Secure Data Exchange, Non repudiation and Auditability. Our testing typically covers:

OS Checks	Configuration Checks
• Software versions / patch levels; • Event auditing / Event log management; • Exceptions reporting; • Password policies / controls; • Registry settings; • Open / filtered / closed ports; • NTP synchronization.	• User & Group security; • User and system environment variables; • Trust relationships; • File & Directory security; • Network Services & protocols security; • Default configurations; and • Unused / unnecessary services.
Administration Checks	**Failover and Recovery Checks**
• Physical security considerations; • Remote management applications; • Remote access service security; • Encrypted / clear text protocols; • Account lockout policies; • Session time out policies.	• Sensitive data identification / documentation; • Backup & offsite storage of data, software and documentation; • Full system vs. Incremental backups; • Denial of service; and • Emergency shutdown procedures.

Figure 7-80 Testing Coverage.

Our methodology of reviewing logical redundancy controls is outlined below in six broad phases:

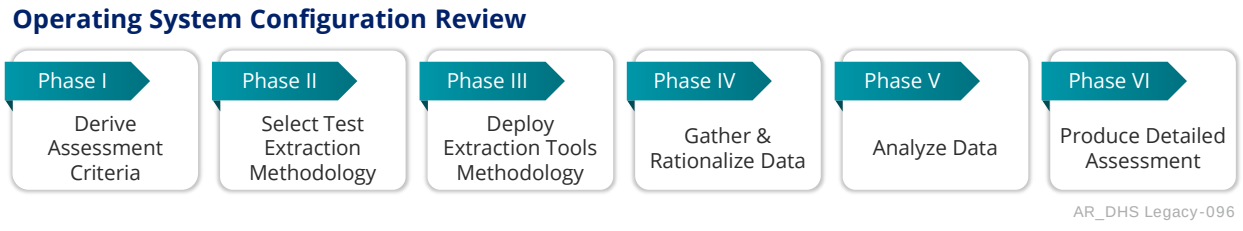

Figure 7-81. Operating System Configuration Review.

Phase I: *Select Operating Systems to be reviewed* - to confirm relevant, meaningful measurement of IT components that reflects the priorities and classification according to importance of Client Management.

Phase II: *Test Extraction Mechanisms* - Deloitte uses a wide variety of tools (commercial, proprietary and open source) depending on the environment to be assessed. It is vital that the production environment is not impacted during the review process.

Phase III: *Deploy Extraction procedures* - Depending on the nature of the target system and the chosen extraction mechanism, the following methods could be used:

- Manual configuration inspection;
- Extraction of system configuration for offline analysis;
- Execution of system utilities (with administrative access) and extracting output for offline analysis; or
- Installation and execution of scripted or binary programs (with administrative access) and extracting output for offline analysis.

Phase IV: *Gather and rationalize data* - The extraction process typically generates significant volumes of data. Before this data can be analyzed, Deloitte rationalizes it, removing inconsistencies, irrelevant information and false positives. The data is archived in a format that can be queried.

Phase V: Analyze data: Deloitte analyzes the information gathered from target systems and produce a detailed analysis data, per system and per technology type.

Phase VI: Produce Detailed Assessment: Based on the results of the analysis phase, Deloitte derives recommendations and documents them based on the exposure of the systems reviewed.

Streamlined Access Control through RBAC (Role Based Access Control)

Our Role Management for Enterprises (RM4E)™ service offering is designed to help DHS streamline access control issues using Role Based Access Control (RBAC). This includes, but not limited to:

- Analysis of Enterprise Role Life Cycle Management processes
- Defining Enterprise Role Governance operating models
- Perform Role Engineering (creating ‘enterprise roles’ that focus on a business view of user access)
- Deployment on vendor technologies to support Role Based Access Control
- Implementing VPN technologies for securing remote access communications

At DHS, Deloitte assists in the analysis and improvement of an Enterprise RBAC program and pilot the development of roles through:

- Developing a role analysis approach and process document
- Analysis of pre-approved, job-specific permissions for user roles to support automation of granting basic access to systems, software and assets.
- Analysis of roles to support Enterprise RBAC
- Developing an RBAC governance and implementation model and processes to support the new RBAC framework and new role creation across the enterprise
- Providing knowledge transfer to DHS team

The following figure illustrates our RM4E approach:

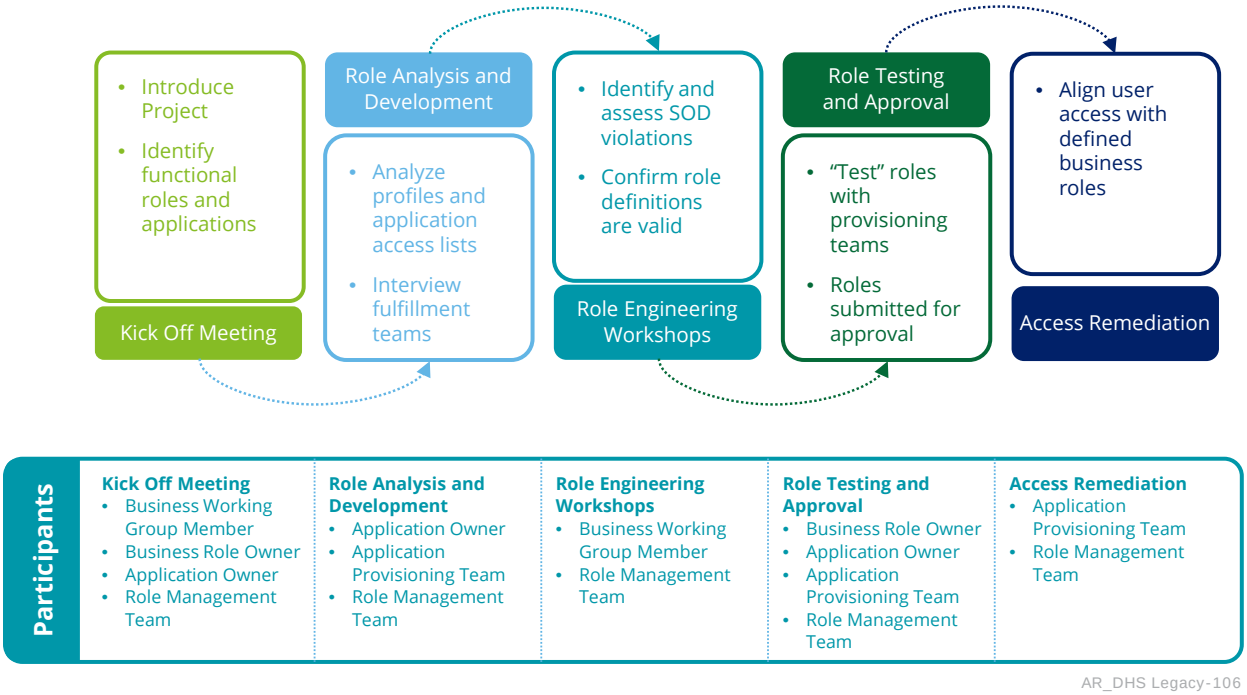

Figure 7-82. Role Based Access Control Approach.

Vulnerability Assessment

Deloitte addresses DHS' Vulnerability management needs through our time tested Vulnerability Assessment and Penetration Testing (VAPT) methodology combined with our experience of executing similar projects. As part of the assessment, we assist DHS in identifying the security weaknesses associated with the in-scope assets, and associated exploits. An attempt to compromise systems for further interrogation and data gathering is also be performed, but is done so in coordination with designated stakeholders in order to mitigate risk or impact to production systems.

The following figure describes our assessment services, tools, and methodologies to provide these services.

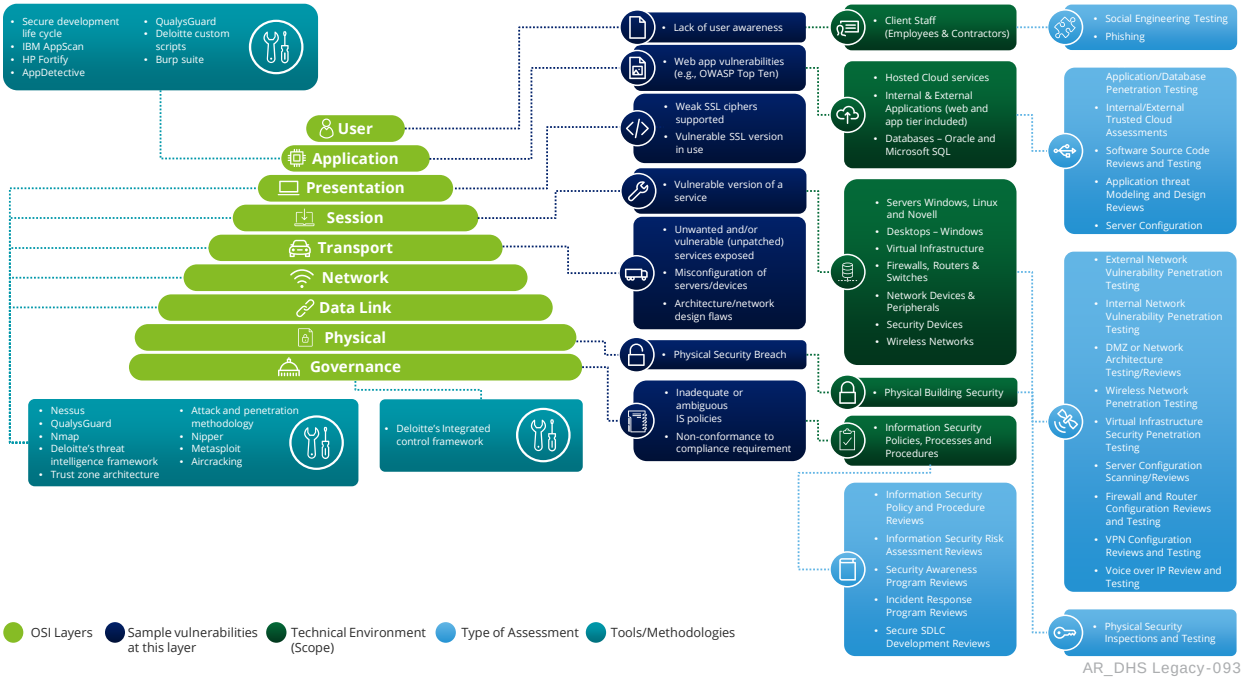

Figure 7-83. Assessment Tools and Methodologies.

Deloitte utilizes its proven assessment methodologies to assist DHS to assess security posture displayed by the implemented controls in their information technology environment from people, process, and technology standpoint.

Deloitte's Network Assessment Approach

Information gathering	Vulnerability identification	Exploitation assessment	Infiltration assessment
• Enumerate network hosts • Perform port scanning to identify open ports, services • Identify operating system, services, versions	• Perform controlled automated assessment • Perform manual testing to validate and identify additional vulnerabilities • Filter false positives	• Request trusted agent approval • Perform manual exploitation of vulnerabilities • Gather information for further targeted exploitation	• Pivot access obtained in exploitation phase and attempt to obtain elevated privileges and sensitive information

Deloitte's Wireless Security Assessment Approach

Wireless survey mapping	Wireless security assessment	Wireless penetration assessment
• Identify wireless networks in range • Perform a wireless survey coverage map of the area	• Identify legitimate access points and any suspicious access points • Record configuration of access points (encryption, MAC addresses, etc.)	• Assess encryption/ authentication modes in place • Physically locate suspicious devices and determine connectivity to the corporate network	• Attempt penetration for weak encryption/authentication mechanisms discovered • Determine internal network availability through penetrated wireless networks

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Figure 7-84. Network Assessment Approach.

Business Impact Assessment (BIA)

Deloitte's Business Impact Analysis (BIA) methodology aims to identify business requirements for the recovery of identified critical business functions. These business requirements are based on maximum levels of operational disruption (i.e. number of days) and financial loss of essential business functions that DHS is willing to accept as a result of a business disruption.

The competency service and approach for DHS will revolve around identifying critical functions and corresponding business impacts from disruptions to establish Recovery Time Objectives (RTO) and Recovery Point Objectives (RPO). Establishing RTO and RPO will feed into the development of optimal disaster recovery procedures. This information will be gathered after interviewing the personnel of various business unit and reviewing existing documentation and financial analysis.

Deloitte will work with DHS to summarize the next steps towards addressing recoverability for critical processes and review/maintain BIA artifacts on an as needed basis.

Business Continuity Planning (BCP)

Deloitte's Business Continuity Management (BCM) methodology focuses not only in developing and maintaining the components that will provide the most cost-effective asset protection and recovery capabilities, but also consider ways that recovery capabilities or assets can improve day-to-day operations.

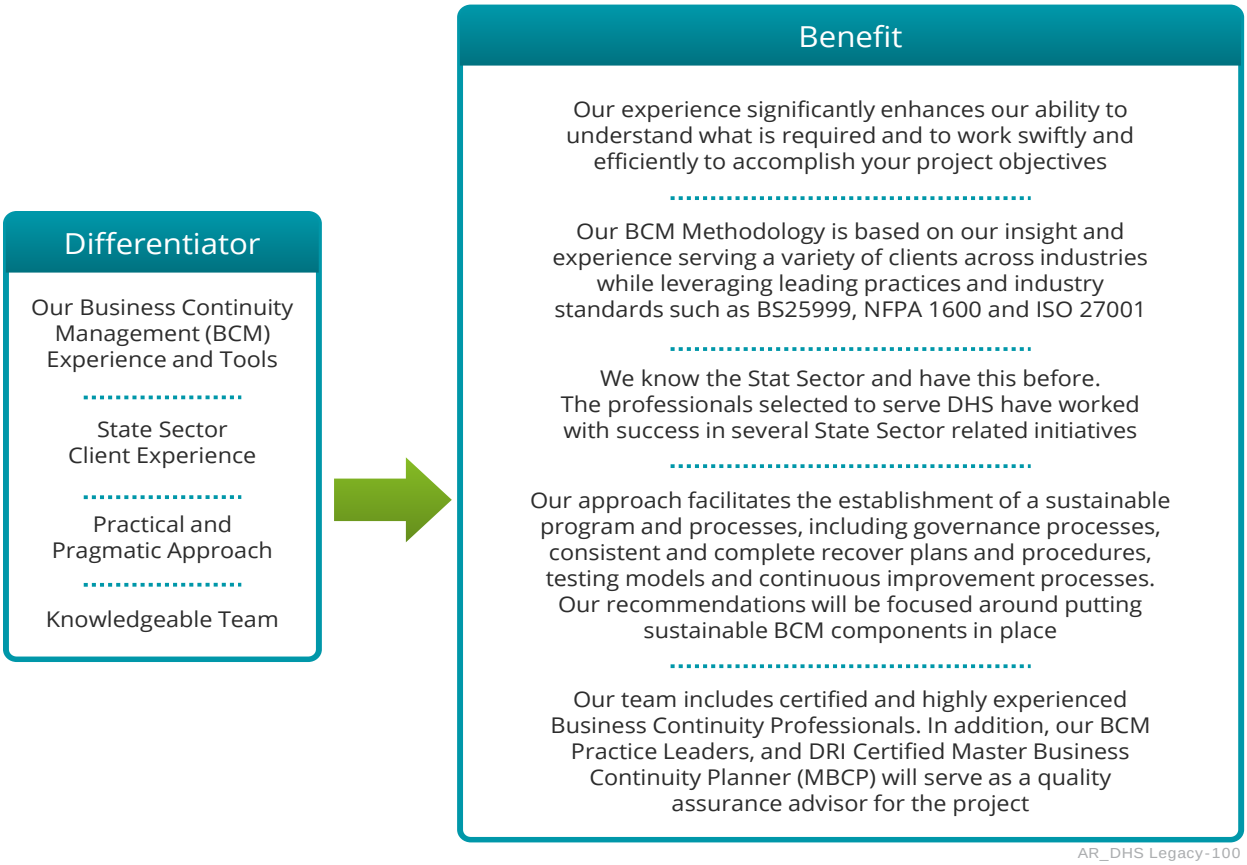

Figure 7-85. Business Continuity Planning.

Disaster Recovery Planning (DRP)

Disaster recovery is only one component of a comprehensive business continuity management program. However, it is often one of the most critical, complex and costly aspects to implement and maintain. Deloitte breaks down disaster recovery into nine steps, within three phases, required to determine a cost effective set of strategies to support the resiliency and recovery of an organization's critical processes. We will leverage our methodology and insight as we conduct our assessment of DHS' current Business Continuity / Disaster Recovery capabilities. Resources to review, update, and maintain artifacts produced as a result of BCP shall also be provided, as required.

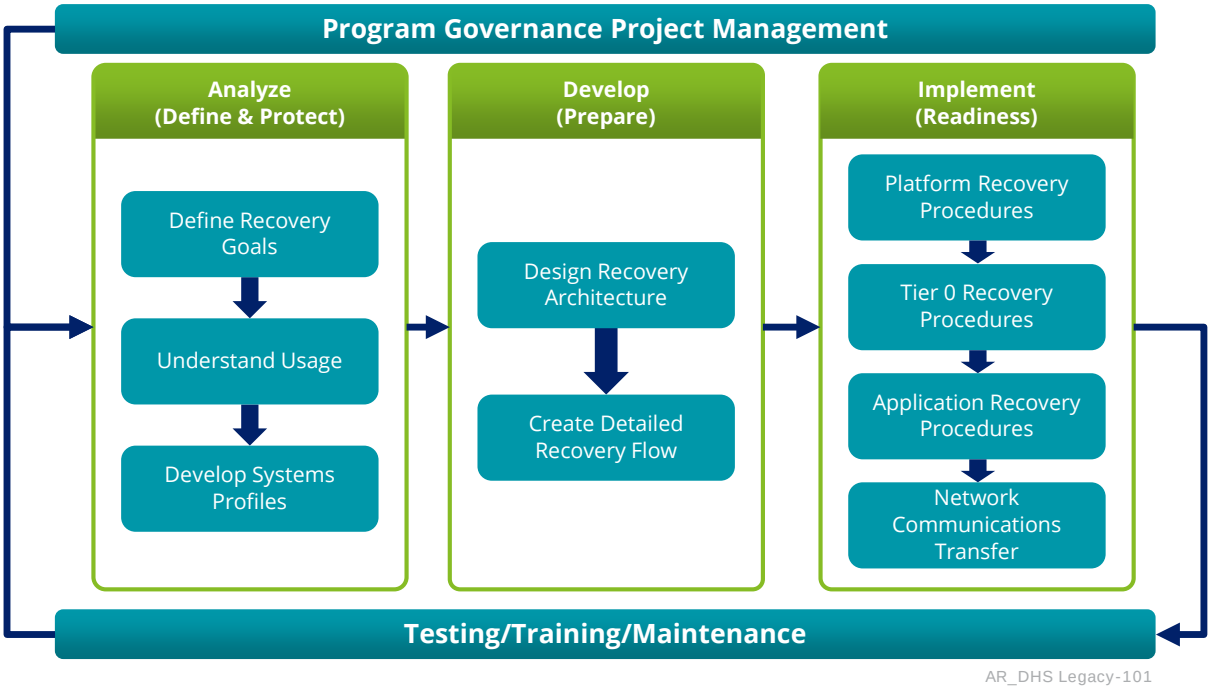

Figure 7-86. Program Governance.

Information Security Risk Assessment (ISRA)

The security architecture and design of our solution is based on extensive experience with designing and implementing mission critical solutions for our state government clients.

Deloitte's approach to addressing information related to federal and state laws and regulations includes management, operational and technical controls from our Security & Privacy Risk Framework ("Risk Framework") that maps to the requirements outlined in the RFP.

Deloitte has performed information security assessments for more than 15 years, supporting public sector agencies in over 22 states to assess current security posture with applicable CMS MARS-E security requirements, identify potential weaknesses, and define corrective actions.

As exhibited by our extensive experience performing security assessments, Deloitte has the depth and breadth of specialization to fully support you in the performance of information security and vulnerability assessments.

Deloitte will incorporate the security controls from the list of applicable standards identified in the RFP to develop a rationalized set of security controls and work with the state to review and maintain artifacts produced as a result of Information security risk assessments, on an as-needed basis.

System Security Plan (SSP)

The System Security and Privacy Plan (SSP) will bring a structured approach to planning and implementation of security and privacy controls for DHS, in alignment with CMS requirements. The SSP is used to document the security and privacy controls that are applicable to the system boundary and typically feeds into the Master Security plan.

Given that SSP is looked at as a foundation for incorporating security activities such as policies, procedures, training, security technical components, and compliance related activities, Deloitte will provide necessary resources for reviewing and updating related artifacts – including, but not limited to, the System Security Plan (SSP) for CMS, Security Design Plan (SDP) for Social Security Administration (SSA) requirements, and Safeguards Security Report (SSR) for Internal Revenue Service (IRS) requirements - as per the guidelines provided by DHS.

Privacy Impact Analysis (PIA)

Deloitte will leverage our standard demonstrated methods contextualized by DHS' specific requirements as well as our awareness of state and federal requirements for the protection of information. The privacy impact assessment will follow a risk-based approach to assess DHS' compliance posture by performing the following:

- Identify the different types of information collected, stored, used, processed, disclosed, or disseminated
- Determine how information is used throughout data lifecycle starting from data collection to data destruction
- Evaluate the people, process, and technology aspects of the security and privacy controls in place to safeguard the information
- Identify and analyze risks associated with handling the identified information

We plan to leverage our demonstrated experience delivering timely, efficient and customized program, risk, vulnerability, and impact assessments, and our expertise with assisting various states with their CMS certifications to assess and analyze DHS' compliance posture. In addition, Deloitte will also work with stakeholders to review and update the security and privacy design for the DHS Solution and any other related artifacts annually, or as required.

Plan of Action and Milestones (POAM)

Based on the insights from the Privacy Impact Assessment and the System Security Plan; a Plan of Action and Milestones (POA&M) is developed as an action plan intended to identify and track information system security weaknesses, set priorities and track progress on the mitigation activities. The recommendations from risk assessment and the privacy impact assessment are prioritized with completion milestones for mitigating security and privacy gaps identified in the solution. The development of POA&M covers the following high level activities:

- Identify and prioritize security and privacy gaps
- Identify appropriate response for each security and privacy gap/improvement opportunity
- Identify corrective actions along with proposed completion timelines
- Develop the POA&M by documenting the gaps, corrective actions and the timelines for completion of corrective actions
- Perform an impact analysis on POA&M items that result from new or revised security and privacy requirements. Provide for State's consideration remediation approach to address POA&M items.

Deloitte will work with the state to establish, review, and update the POA&M and any related artifacts, as required.

Logs

Deloitte will work with the state on an as-needed basis to review information logged in the IT systems as per compliance requirements of the IRS, CMS, SSA, and other legal and regulatory requirements.

We will leverage our vast experience and understanding about user and system generated logs to confirm information is stored correctly and can be utilized in alignment with the business requirements.

Rule Sets

Deloitte will work with DHS to establish, review, and update firewall rule sets on a periodic basis to confirm that existing firewall rules are effective in controlling external access to internal networks and systems are appropriately protected.

System and Network Configuration

Deloitte will perform a review of existing network configurations and potential security implications of any new components added to DHS IT systems, as per the requirements of the state. Such reviews will aim to enhance the availability, reliability, manageability, and consolidation of DHS' infrastructure without sacrificing simplicity and performance. Necessary resources to update any additional artifacts will also be provided on an as-needed basis. The techniques will include, but are not limited to:

- Network Discovery
- Network Port and Service Identification
- Vulnerability Report Analysis
- Wireless Scan Report Analysis

6.0 Approach to Continuous Improvement

The Vendor must improve the efficiency and effectiveness of how M&O services and enhancements are delivered.

Instructions: The Vendor should provide a description of its approach to identifying opportunities for improvement and implementing these improvements.

Deloitte places a high value on the quality of our delivery of ongoing M&O services. Quality management and continuous improvement must be embedded in each aspect of every task, process and deliverable, including quality planning activities, quality assurance activities executed throughout the life cycle of each individual break-fix, enhancement, mitigation and corrective action strategies when performance is nonconforming, and ongoing, bottom-up and top-down process improvement activities that identify root causes of issues and promote solutions and risk mitigation.

Section Highlights

- We focus on proven methods to build quality into our processes
- We have extensive experience working with independent QA contractors
- We provide status reports and effective hand-offs during development efforts
- We take feedback from QA reports, risks and issues to continuously improve quality

Deloitte brings an effective approach to innovation of our processes and will apply it to DHS's goals and objectives, while adhering to rules and regulations provided through State and Federal programs. Working together, this enables us to produce a successful continuous improvement approach for DHS. This same approach will continue to be applied to modernize the system platform to drive automation, increase data sharing and interoperability, improve business intelligence, increase efficiency in workflow management, and enhance client and end user service delivery.

Deloitte uniquely has the ability to understand DHS's application landscape, technology, people and processes, and has the experience required to identify improvements for your systems in a cost-effective way, effectively managing risk and doing so without disrupting ongoing business operations. Unlike vendors that serve only a few clients, Deloitte's size and scale provides DHS access to new ideas, lessons learned, and technology accelerators from across the country. Along with our people, we bring a structured, collaborative, and reliable approach to innovation and improvements that emphasizes quality and reduces risk.

Through our regular process improvement meetings and formal documented updates to quality assurance and control through the updates to the quality management and planning deliverables, we strive to continually improve quality throughout the various areas of the ISS Project. Our quality management and plan outlines:

- Project improvements implemented in the last quarter, including templates and processes
- Comparison of hours estimated for projects in a given release verses hours recorded, broken down by project phase
- Root cause and corrective action analysis, documenting major incidents and the steps put in place to reduce the likelihood of the incident occurring again

Deloitte also uses a continuous improvement approach to quality by incorporating lessons learned locally from previous implementations, and from Deloitte's national experience. We have a well-established project level QA process where a Deloitte senior level QA advisor that is not part of the day-to-day operations on the ISS project, but assigned to conduct quarterly review of our processes, quality of deliverables, and risks, and provide recommendations for improvements. The QA advisor conducts interviews across both Deloitte and DHS staff involved on the project to get a true representation of where potential quality improvements can be made. We look forward to continuing to improve our quality assurance and quality control processes through the implementation of future QA advisor suggestions by our Quality Assurance Manager.

The ISS Applications require more than just a maintenance mindset, where many vendors may focus on just "keeping the lights on." Deloitte looks at the big picture for improvement to current M&O services and enhancements. We strive to be a trusted partner by focusing on a transparent, collaborative approach to provide uninterrupted high availability and system performance as the core pillars of our approach to success. Deloitte will use our structured and proven continuous improvement process to capitalize on opportunities with DHS partners to consistently demonstrate the capability in both personnel and technology spectrum to not only support the system steadily as part of day-to-day job but to stay current with new technologies, improve efficiencies, and save ultimately drive efficiency for DHS.

Continuous Improvement Approach

A critical element of the quality assurance process is a parallel effort to analyze and improve quality processes over time. For example, building quality into our processes by identifying consistent issues and then implementing changes to processes that address those issues, thus prevent those problems from reoccurring. The monitoring process includes identifying lessons learned and other feedback loops associated with the review activities to help improve project processes and the quality of project deliverables throughout the project time frame.
Figure below depicts our approach to refining quality during the ISS Project:

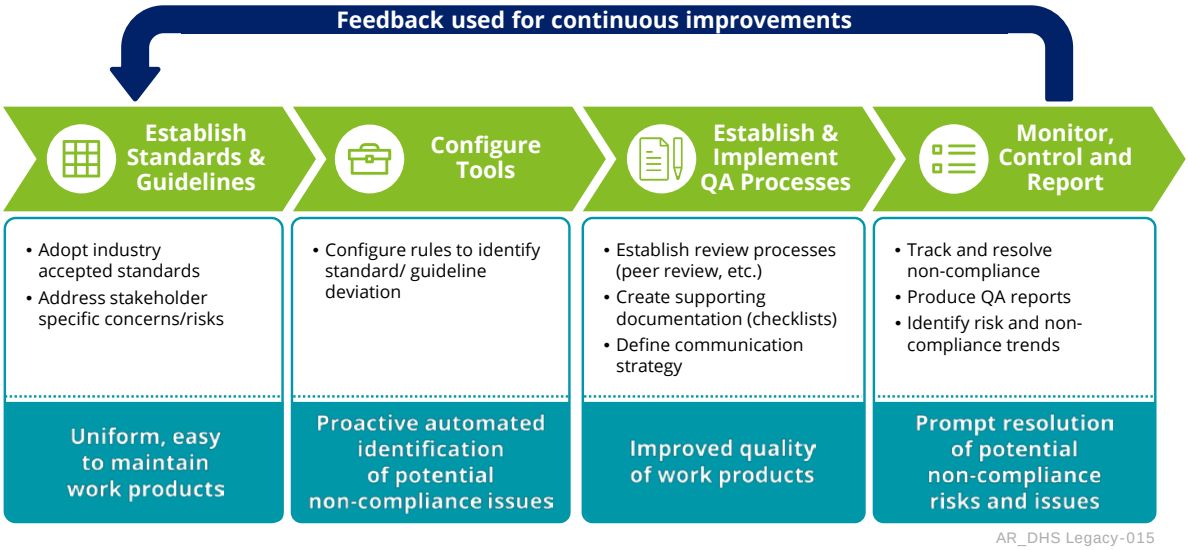

Figure 7-87. Continuous Improvement Feedback.

Through continuous improvement, work products and deliverables have fewer errors and meet both business objectives and stakeholder expectations.

ISS Applications Continuous Improvement Plan

Our experienced team of designers, developers, and subject matter experts bring the breadth and depth of experience to continually improve the systems by providing valuable inputs on the feasibility and implementation of business goals.

Our approach to implement new ideas for innovation and improvement is based on **Incremental Innovation**. Incremental innovation is a series improvements or upgrades made to an existing product/application, services, processes, or methods, leading to continual improvement. Our approach to achieving incremental innovation involves working closely with DHS and ISS Applications stakeholders to align improvements with core business requirements and overall strategic vision while truly adding value.

Creating a comprehensive continuous improvement process that applies not only to the required Maintenance Review and Monitoring processes, but also addresses key stakeholder input, and adjusts key performance indicator measures based on QA Review findings.

All these benefits come from Deloitte's experienced staff applying lessons learned and leading practices from our HHS projects across the U.S. Our experience informs our planning and estimation, establishment of key performance indicators to accurately and consistently measure ongoing progress, innovative design, and quality assurance activities.

In order to maintain continuity of the change request process, Deloitte will build on top of the existing DHS enhancements process. We will work with you to identify what is working well and areas for improvement, and use this to help us finalize the enhanced process for the project. Change requests will be reviewed and approved by DHS leadership as defined, with input from Deloitte. Together, we will review, prioritize, and assign changes to specific releases, based on business needs, cost and effort estimates, resource availability and other factors as appropriate. Transparency and open communication is critical. Visibility throughout the process and shared knowledge will us to verify that changes in each release deliver value and reflect continuous improvement for operational and strategic priorities.

The Deloitte applies a continuous improvement lens to every project task we undertake; we use a structured continuous improvement process to capitalize on opportunities. This means the DHS can expect Deloitte to proactively monitor project activities to meet SLA/SLRs over the entire term of our contract, regularly recommending options for improvement.

Deloitte can also exceed your continuous improvement minimum requirements with the following activities:

- **Retrospective Meetings.** These meetings are conducted after accomplishing each major milestone. The focus of these meetings is on identifying activities:
  - we need to continue doing
  - need modifications
  - we should stop doing

The feedback from these meetings is shared with the leadership to make recommendations for the process improvements.

- **Stakeholder Feedback.** After each production environment release, we will actively solicit feedback from the Stakeholders in their experience during the release process. During the activity, we would like to hear from the Stakeholders on what they liked about the release process and what they did not like about the release process. Specifically, was there enough transparency into the release process? Was there enough information provided and provided in a timely fashion? What else could Deloitte do to improve the release process? Using your responses, we will analyze and update the release process, where possible, to address the areas where the process was not meeting the needs of the DHS.
- **Provide insights from national trends, policies, regulations, and reforms to introduce improvement ideas.** Once we have observed the issues and anomalies, our staff will regularly provide insights from national trends, policies, regulations, and reforms to propose ideas for improvements.

7.0 Approach to Coordinating with DIS and other Vendors

The Vendor shall be performing M&O on the ISS Applications while other vendors are developing applications which will integrate with the ISS Applications (e.g. MMIS and IE-BM vendors). In addition, DIS will be providing services on which the Vendor is dependent.

Instructions: Describe how the Vendor will coordinate with DIS and other vendors. Include an overview from multiple perspectives including infrastructure support, applications/software support and software enhancements. Include a discussion regarding the key touch points, team structure and management, maintenance of operational processes and processes required to establish support accountability. Include a discussion of the following subjects in the response:

- Interfaces between applications
- Architecture coordination
- Documentation standards
- System Performance and Monitoring
- Operating system, application and database backup

Deloitte has a history of successfully collaborating with external vendors and organizations that impact our client's services and systems. Throughout our 40+ year history of maintaining and implementing HHS systems, we have successfully worked with many other vendors. In addition, we have implemented hundreds of interfaces for our clients which has required us to collaborate and work with multiple trading partners and numerous stakeholders.

These experiences will assist us in establishing a collaborative working environment not only with DIS, but also other partners. Deloitte has successfully collaborated with many external vendors, agencies and systems on previous projects, such as:

Section Highlights

- Shared accountability to define and maintain application architecture
- Defined interfaces inventory along with specification for all stakeholders
- Agreed upon operational policies and processes
- Defined escalation process to effectively coordinate and fix interfaces issues

Centers for Medicare and Medicaid Services (CMS)	Administration for Children and Families (ACF)	Food and Nutrition Service (FNS)
Social Security Administration (SSA)	U.S. Department of Labor	Internal Revenue Service (IRS)
Help Desk/Call Center vendors	IV&V vendors	Department of Vital Statistics (Birth and Death Data)
Electronic Benefit Transfer	Child Support	State Department of Labor and Training
Medicaid Management Information System (MMIS) (Including HP as a vendor)	1095B Notice Solutions	Other State Agencies

Figure 7-88. Previous Experience with Other Agencies.

Deloitte brings the same collaboration approach to DHS in order to maintain an ongoing relationship with DIS and other vendors. More details on the collaboration practices used by Deloitte in prior implementations are listed in the following figure.

Features	Benefits
Harmonious Functioning	DHS, DIS, Deloitte and other vendors keep each other informed of planned Infrastructure activities, outages, security reviews, and other activities impacting the maintenance and operations of ISS Applications. This promotes harmonious functioning and helps Deloitte and other vendors effectively communicate and co-own the execution plans and raise timely risks and issues.
Clear Communication	Deloitte would work with the DHS, DIS and other vendor teams to understand a stakeholder map and related communication processes, This facilitates rapid and timely information sharing, collaboration, and efficient decision making, founded on the overarching principle of “no surprises”.
Joint Management	Establish and promote a strong working partnership between Deloitte, DIS, and other vendor teams, fostering team work and leveraging each team’s strengths.

Figure 7-89. Features and Benefits of Our Collaboration Approach.

The following figure summarizes the collaboration approach among different stakeholders and the benefits the approach will bring to DHS.

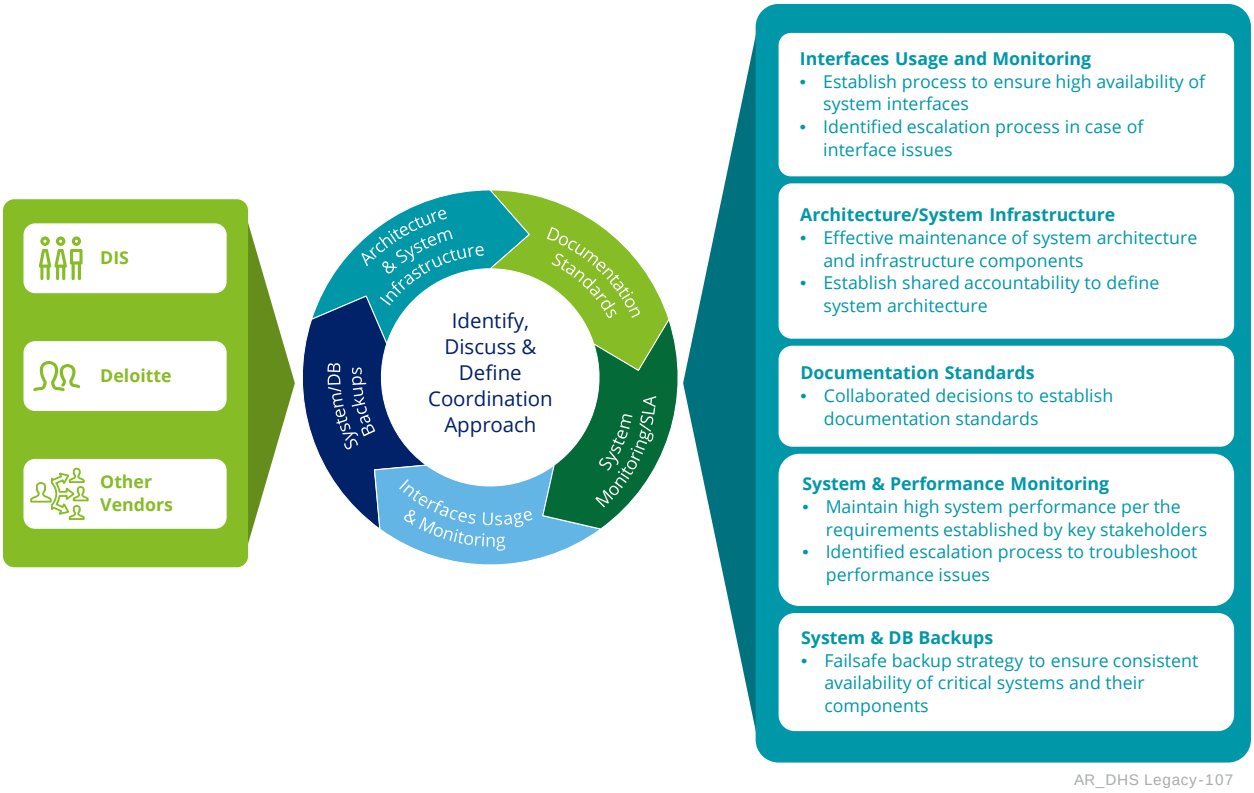

Figure 7-90. Collaboration Approach.

Team Structure and Management

To best align with DIS current environment, Deloitte will provide personnel knowledgeable about the legacy mainframe and the system software used to develop and support DHS applications. During transition, Deloitte will provide the right points of contact for efficient and transparent communication. More information about our team can be found in *Template T-4_Vendor Project Organization and Staffing* of this response.

Interfaces Between Applications

Deloitte will work with DHS and DIS to maintain an inventory of all system interfaces. The inventory will include information on integration agency, interface frequency, mode, functionality, and technical point of contact. Any updates to interface specifications will be jointly reviewed by Deloitte, DHS, DIS, impacted State agencies, and other relevant stakeholders. The review will help minimize the impact and identify the need and purpose of each stakeholder. The following figure outlines some of the key collaboration activities among stakeholders for successful management of interfaces across ISS Applications.

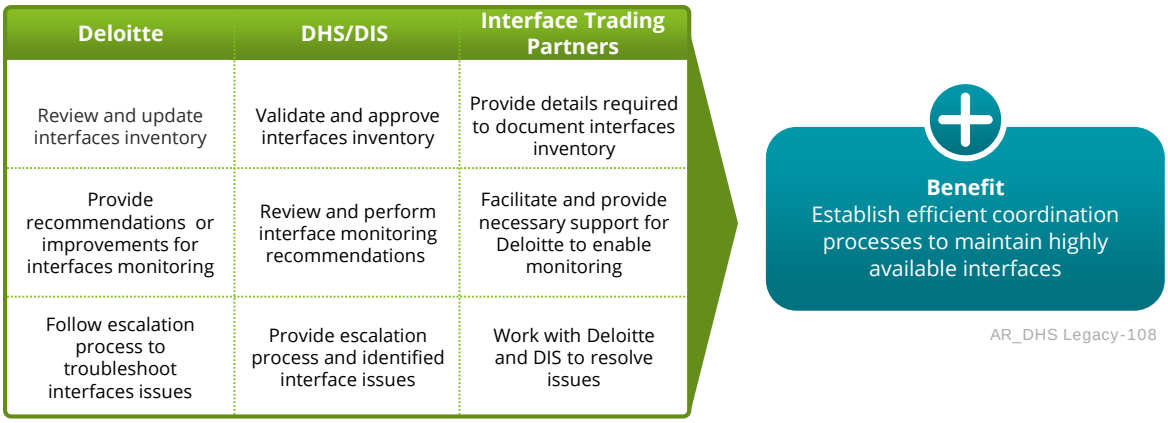

Figure 7-91. Interfaces Between Applications.

Deloitte works with DIS to identify monitoring needs for different interfaces and the infrastructure supporting such interfaces. Such monitoring would help detect interfaces processing anomalies and help fix possible infrastructure issue before it turns from bad to worse.

Deloitte coordinates regular touchpoints per a frequency agreed upon by all stakeholders, DIS, and other vendors. These touchpoints would be used to discuss any interface related functional or performance issues identified while monitoring the system. During each touchpoint, a detailed breakup of transaction count, failure count, and root cause analysis of failures would be discussed. Necessary support would be provided by each stakeholder to not only resolve the given interface issue, but also provide suggestions to prevent future incidents.

We work with DIS and other vendors to identify, define, and document an escalation matrix in the event that ISS application faces interface related issues during ongoing system M&O. Based on established DHS communication plans, any issues with trading partners would be communicated. Deloitte would work with DIS and other stakeholders to identify, define and refine processes to be used to communicate system wide interfaces outages or issues.

This would further clarify parties to be notified if an issue occurs, known workarounds, and next steps as agreed upon by different stakeholders. Known outages would be communicated in advance allowing impacted stakeholders to plan their activities accordingly.

Architecture Coordination

Deloitte would work alongside DHS and DIS to review the existing system architecture and infrastructure components. After detailed analysis, Deloitte and DHS teams would work together to identify future enhancements to the existing architectural capabilities.

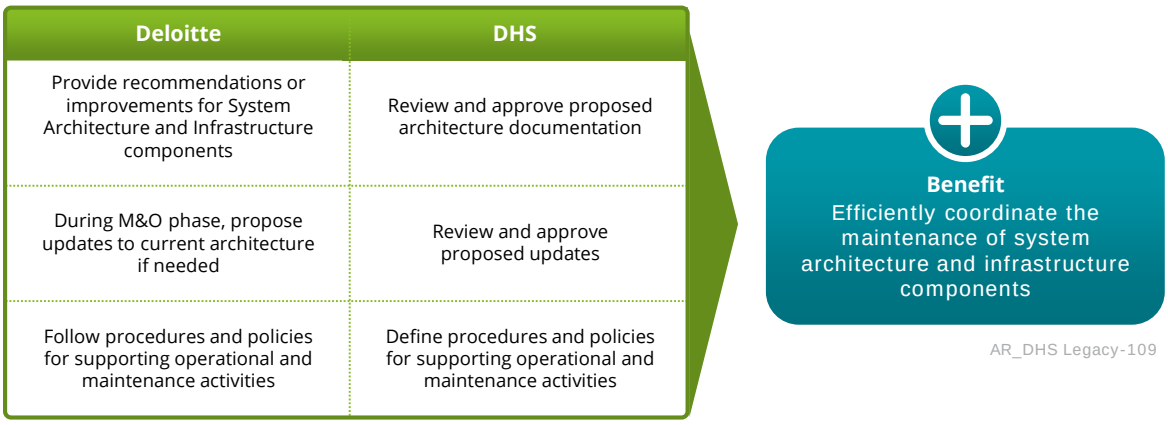

Figure 7-92. Architecture Coordination.

Deloitte would review existing artifacts and documentation for architecture areas based on a detailed evaluation of the ISS applications requirements and long term vision of DHS. M&O activities would be based on agreed upon approaches for various architecture areas.

Deloitte is proposing to create an Architecture Review Board (ARB) including technical experts from DHS, DIS, Deloitte and other stakeholders. This Board will be responsible for reviewing and making recommendation on any change in system architecture.

System Performance and Monitoring

Deloitte has experience monitoring system core components, OS, databases and server resources for 27 other states on an ongoing basis. Showing the maintenance and operations of HHS applications.

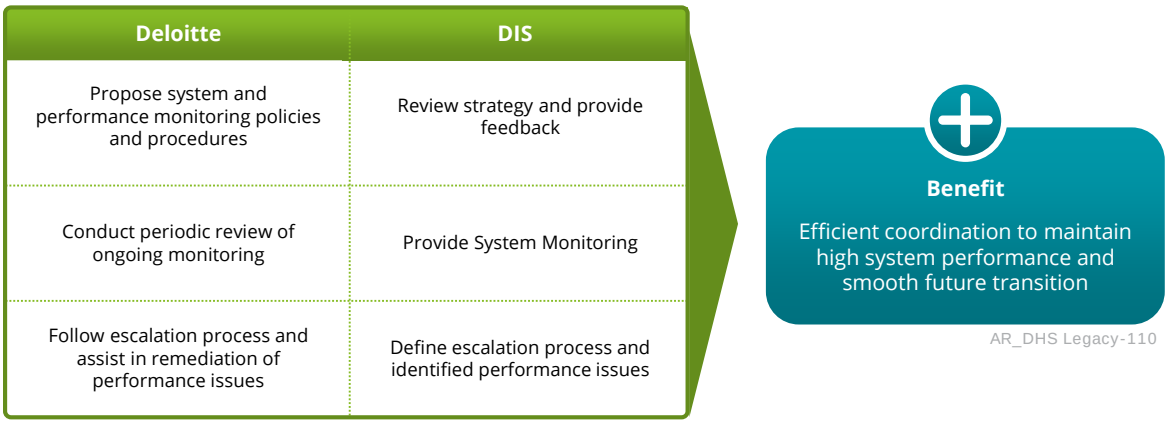

Figure 7-93. System Monitoring and Performance.

Deloitte would make recommendations on various system and core components to be monitored, critical for the success of ongoing maintenance and operations of ISS applications. Based on current exposure to ISS applications, DIS team would not only review the proposed strategy, but also suggest appropriate changes to monitoring strategies best suited for high level of end user experience. Post all stakeholders agreed upon monitoring strategy it would be documented in the Systems Operations Manual.

Deloitte will work with DIS to identify frequency of touchpoints, reporting areas and level of detail to be included in monitoring reports. Findings from monitoring efforts would be reported in Deloitte's Monthly Status Report. These touchpoint discussions would help DIS and other stakeholders be aware of, discuss, and fix any potential issues before they turn into system wide issues. Deloitte places high priority on our relationship with DIS and other vendors, and we are committed to getting you the information you need in a timely manner to keep systems operations running smoothly.

Operating System, Application and Database Backup

Deloitte has partnered successfully with different vendors, agencies and infrastructure teams on various health and human services projects. Deloitte proposed policies and processes on these engagements which allowed for effective backup of client systems and their components.

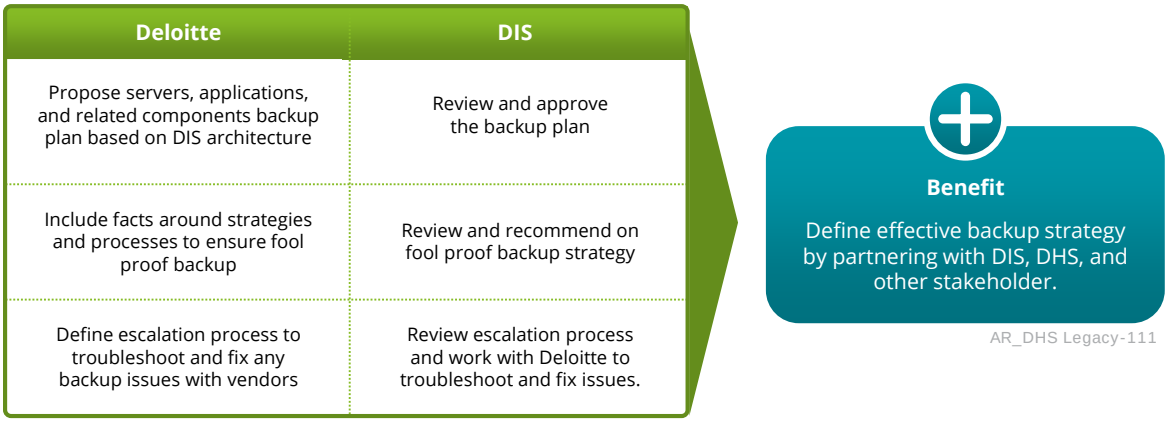

Figure 7-94. Operating System, Application and Database Backup.

Deloitte will propose an approach to keep operating systems used by ISS applications up to date, along with an approach to take periodic backups of servers, applications, source code, databases, and other vital application components. Deloitte and DIS would agree upon a proposed schedule and frequency for backups for various system and its components.

Documentation Standards

Deloitte understands the importance of effective documentation for ISS applications, system components, tools, and processes. Deloitte would collaborate with DIS, DHS, and other relevant stakeholders to present proposed documentation standards and establish the best suitable documentation approach.

The documentation approach would clearly call out purpose, document review process, and other areas vital to documentation. Together, Deloitte and DIS would determine where and how

agreed-upon deliverables will be stored and repositories to be used for document storage. For repository maintenance, Deloitte proposes an organizational structure and naming convention which follows current processes of DHS and DIS.

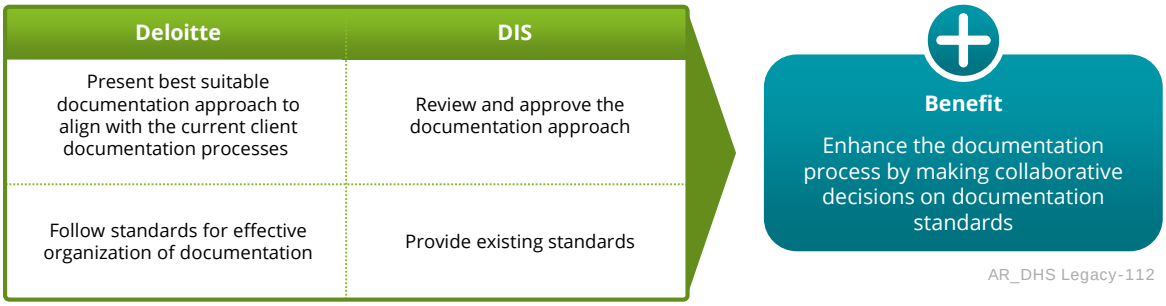

Figure 7-95. Documentation Standards.

8.0 Approach to Engagement Management and Quality Assurance

The ISS Engagement SOW in the RFP (Section 3.6) captures the expectations regarding the Vendor. The Vendor must provide a team which has the skills required to perform the services outlined in Section 3.7 and to effectively manage the relationship.

Instructions: Describe the Vendor's approach to managing the engagement to ensure quality services are provided and the SLRs are met. At a minimum, this should include a discussion of:

- The Vendor's approach to client management including any processes, tools and documentation
- The Vendor's approach to managing its customers, whether IT (e.g. other vendors, DHS IT) or non-IT end-users (DHS users and Clients)
- The proposed M&O team structure and roles and responsibilities of each team member
- Any previous experience with similar clients, the challenges faced and how these were overcome

Deloitte will be responsible for the ISS engagement management, deliverables, work products, tasks, and services outlined in Section 3.7 of the RFP. Our engagement management approach is built on demonstrated processes, methods, and tools that are based on industry standards and have been successful in our previous and ongoing engagements for other state clients. The Deloitte brand provides the business knowledge (best practices and innovations to application) that is required to manage an engagement of this magnitude and confirm quality services are provided and SLRs are met.

Section Highlights

- Our collaborative approach to engagement management has proven successful in other transition projects
- Defined roles and responsibilities for each sub team and team members in the M&O team
- A defined approach to engaging with DHS stakeholders on engagement management and quality assurance
- Challenges, lessons learnt, and mitigation strategies from previous projects positions Deloitte to deliver success to DHS

Immediately after the contract start date and as part of the kick-off meeting, we will propose our account management approach including staffing roles and responsibilities, key staff, and our plan for the transition phase. It is our understanding that we will work in collaboration with DHS and incumbent vendor during the transition phase to understand current procedures for M&O and enhancements. Deloitte has extensive experience on maintenance & operations engagements and while we will bring this expertise and experience with us to manage the ISS Applications project, we will be cognizant of the currently operational procedures and work in collaboration with you to refine our account management structure and procedures. The following section describes the core set of guiding principles that allow us to collaboratively work with project stakeholders to deliver the services outlined in the SOW, build a relationship of trust with our clients and stakeholders, and confirm quality services are provided.

Features of our Approach	Benefits to DHS
Follows a One Team Approach with DHS clients and customers, including IT and non-IT end users	Provides integration between all stakeholders at all levels and confirms meeting expectations without surprises
Leverages framework of best practices and standards to deliver quality systems and services	Our delivery methodology and underlying processes aligned with ITIL standards which supports integrated quality assurance throughout the entire project life cycle
Provides first-hand knowledge to DHS regarding overall project activities	Establishes transparency and supports integrated, engaged team to confirm successful delivery
Enhanced Collaboration with DHS Stakeholders	Allows DHS stakeholders involvement to define project objectives and define/refine quality control processes supporting continuous feedback

Figure 7-96. Features and Benefits of Our Approach.

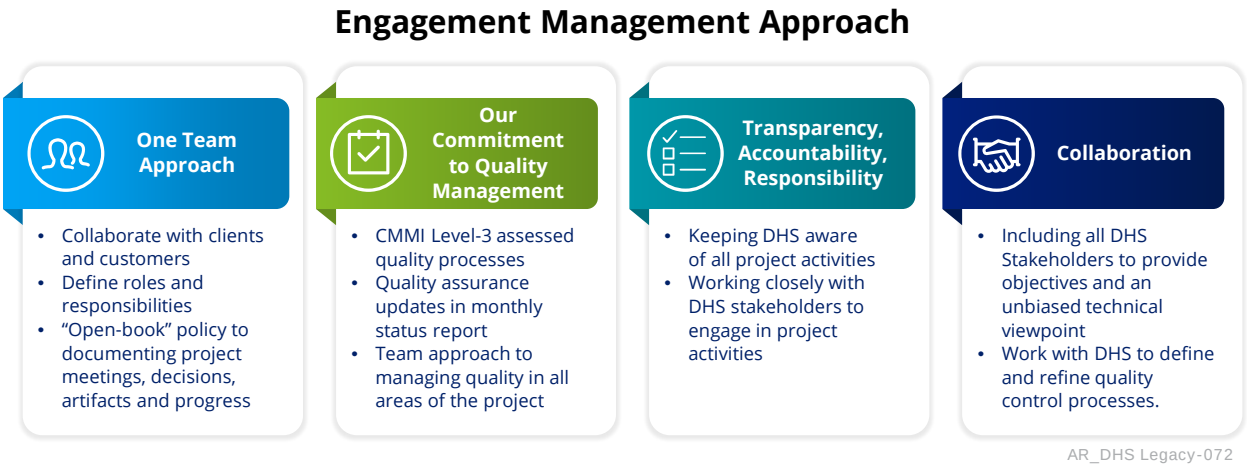

Figure 7-97. Core Principals of our Engagement Management Approach.

- **One Team Approach.** Deloitte works collaboratively with DHS, including IT and non-IT end users, throughout the project to identify efficiencies, follow federal and state regulations, identify and inform DHS about current trends and issues, and create and/or update documentation. We begin by working with DHS to identify collective project roles and responsibilities. Together, we build 'one team' that is integrated at each level. Our philosophy is that a successful project is one in which the expectations of stakeholders are met without surprises. Our approach to Interagency Coordination is described in the *Approach to Transitioning ISS Applications* section of this template. We will work with you to identify stakeholders during the transition phase and continue to communicate with this stakeholder group, as required, during the M&O phase. We follow an "open book" policy by using agreed-upon documentation standards and documenting project meetings, decisions, artifacts, and progress. We also believe in working shoulder to shoulder with our client team members to deliver quality service in a collaborative way.
- **Our Commitment to Quality Management.** We maintain a continuous focus on delivering quality systems and services. As an example of our dedication to quality, our delivery methodology and underlying processes are aligned with ITIL standards and framework of best practices with integrated quality assurance throughout the entire project life cycle. This means that we are recognized as a software product and solution provider with best-practice

software development characteristics and behaviors. As part of Task 3 – Provide M&O Services, Report Status, and Assure Quality, our monthly status report deliverable will include performance against SLAs, achievements during the reporting period, planned activities for the next reporting period, risks and issues, current status of ongoing M&O activities, enhancements and as-needed services. This will confirm continuous improvement, executive leadership commitment, goal-setting and measurement, professional services, professional communities, people engagement, and client orientation. Our Service Desk Management process is outlined in the *Approach to Application Maintenance and Operations* section of this template and will define the process to change or delete services. As noted in that section, we will review the process with DHS and incorporate feedback to improve the throughput of services. We are committed to providing quality services to DHS. To further strengthen our Quality Assurance process, Deloitte brings senior leadership to review the quality of project delivery on a regular basis. This review includes both qualitative and quantitative analyses of project health. The QA Advisor shares his or her findings with Deloitte project leadership and DHS leadership, this promotes transparency and vendor accountability. At the request of DHS, we will participate in any additional operations and service management quality reviews and address findings from these reviews.

- **Transparency, Accountability, and Responsibility.** Transparency and visibility are woven into development, implementation, and overall project activities. As an integrated, collaborative team, we work closely with the DHS. Not only is DHS aware of the activities, we work closely with you to engage in these activities – giving you first-hand knowledge. Together, we plan activities, identify and resolve issues and risks, control changes to scope (including impact assessments, prioritization and approvals), define leading courses of action, and ultimately deliver a successful project.
- **Collaboration.** In our extensive experience, we have learned that involving all of the agencies' stakeholders including the IT users and non-IT Clients provides an objectivity and helps maintain an unbiased technical viewpoint. It also promotes earlier detection of software/process errors, enabling fault detection during the initial phases of the project. An independent QA process complements our internal development methodology and helps confirm that the product is developed correctly. Upon project initiation, Deloitte will work with the DHS project team to refine our proposed quality control process and develop a mutually agreed upon quality control process.

The following chart provides the Key Activities, Work Products and Deliverables for our Engagement Management and Quality Assurance approach pursued throughout the life of project.

Phase(s)	Key Activities	T-6 - ISS Requirements Traceability
Approach to Client and Customer Management	Work with DHS to develop, maintain and implement an Account Management structure, planning and procedures including Communication and Escalation Plan and Proactive Issue and Risk Management approach	O7.1 Propose Account Management structure, planning and procedures O7.3 Maintain and implement Account Management structure, planning and procedures accordingly. O7.4 Develop a service ordering process that clearly defines how to order change or delete services

Phase(s)	Key Activities	T-6 - ISS Requirements Traceability
	Establish a service ordering process that defines how to order change or delete services Develop and provide monthly status reports capturing the elements requested by DHS including performance against service level requirements Develop a plan to align with the required service levels for the applications that are determined not able to meet the SLRs Collaborate with DHS and facilitate the meetings to review status and resolve escalated issues facilitate including Joint Steering Committee, Joint Project Status and Project Kick-Off Meetings Establish an approach to monitor SLRs that manages the relationships between internal and external service vendors Report the application service level performance against agreed upon SLR Targets Develop and provide reports for the hours worked by employee broken down by tasks defined in work plan Engage with individual workgroups, DHS and DIS staff, IT customers, non-IT customers Coordinate with DHS for operations and service management quality assurance and control program process and implement improvements to address any findings	O7.5 Provide monthly status reports capturing all elements outlined in the RFP, including but not limited to: a. Performance against SLAs b. Activities performed during reporting period c. Activities planned in the next reporting period c. Risks and Issues d. Status of any active enhancement projects against agreed upon scope, schedule and budget e. Status of any active Additional Services Work Efforts O7.6 Define and implement methods for monitoring Service Level Requirements which govern the relationships between internal and external service providers (vendors), including provisioning, time to respond to requests etc. O7.7 Monitor and report performance against service level requirements to DHS O7.8 Participate in operations and service management quality assurance and control program process and address any findings O7.9 Provide hours worked by employee broken down by task as defined by DHS O7.10 Provide application service level reporting based on agreed upon SLR Targets
Proposed M&O Team Structure with Roles and Responsibilities	Provide a team that meets the qualifications requested by DHS with clear definition of Roles and Responsibilities	O7.2 Provide team that meets all qualifications outlined in the RFP for the duration of the engagement unless explicit approval is received by DHS in writing

Figure 7-98. Engagement Management Key Activities and Requirements Traceability.

Approach to Client and Customer Management

The methods that Deloitte uses to facilitate a strong cohesive, collaborative, transparent management structure include processes defined within the Project Management Methodology. In order to foster a collective relationship with Deloitte and DHS we employ the following:

- Joint Steering Committee Meetings
- Joint Project Status Meetings
- Project Kick-Off Meetings

- Clear Definition of Roles and Responsibilities
- Defined Communication and Escalation Plan
- Proactive Issue and Risk Management

Our team structure allows for open communication to our teams and DHS. We work with you to realize your objectives and we are a firm which has demonstrated our collaborative nature while delivering quality services. With this collaboration we develop, maintain and implement an Account Management structure, planning and procedures and establish a service ordering process that defines how to order change or delete services. We encourage DHS to reach out to our client references to get additional information on how we have helped other states achieve their visions.

Client and Customer Management Meetings

We promote a collaborative approach to client and customer management, as described above, by facilitating meetings to review status and successfully resolve escalated issues related to policy, process, and systems as summarized in the tables in this section. In addition to these meetings Deloitte provides monthly status reports capturing the elements requested by DHS including performance against service level requirements (SLRs). In addition to the monthly status reports, Deloitte also provides a report with hours worked by employee broken down by task as defined by DHS.

Deloitte will collaborate with DHS to define and implement methods for monitoring Service Level Requirements which govern the relationships between internal and external vendors, including provisioning, time to respond to requests. Once the approach is established to monitor and report SLRs, if an application is determined not able to meet the required target, we develop a plan to align with the required service levels.

Additionally, in order to deliver quality services, we coordinate with DHS and participate in operations and service management quality assurance and control program process and implement improvements to address any findings.

Effective management requires frequent communication with all project stakeholders and as part of this communications strategy, we propose to facilitate ongoing meetings on project status.

Meeting Name	Description
Project Steering Committee Meeting	Review project status, and the cross-project impact of scope changes to schedule and budget Provide decisions and direction on key policy, process, and system topics
Project Management Meeting	Discuss issues and risks of changes related to timeline, budget, funding, cost allocation, and resources
Status Meeting	Discuss status of maintenance and enhancement items
Quarterly Review Meeting	Quarterly review and feedback solicitation from DHS IT and non-IT stakeholders on opportunities for improvement

Figure 7-99. Ongoing Project Status Meetings.

In addition to regularly scheduled upper management client meetings described above, we will also engage with individual workgroups, DHS and DIS staff, IT customers, non-IT customers as applicable in various stages of M&O and enhancement lifecycle as described in the following figure.

Meeting Name	Description
Workgroup Meeting	Discuss requirements, design, documentation, and issue resolution related to each enhancement and system change
UAT Kickoff and Management Meetings	Discuss UAT plan, status, defects, and any issues and risks for projects and maintenance
Change Meeting	Discuss system enhancements required to be prioritized for a release
Weekly Status Meeting	Discuss issues and risks of changes related to timeline, budget, funding, cost allocation, and resources

Figure 7-100. Ongoing Workgroup Meetings.

M&O Roles and Responsibilities

Our proposed M&O team structure in *Template T-4_ Vendor Project Organization and Staffing* covers in detail the team structure and roles & responsibilities for each of the sub teams that meets the qualifications requested by DHS. The M&O team will consist of 4 sub-teams (Business, Technical, Operations, and Security). Each sub-team is responsible for maintaining, supporting, or enhancing a designated area of the M&O scope. The following figure lists the Key Staff, staff and Sub Teams on the Maintenance & Operations Team with their responsibilities.

Role	Responsibilities
Engagement Manager	• Serves as the primary point of contact with DHS leadership, governance bodies, and other State Executive Sponsors for activities related to contract administration, overall engagement management and scheduling, correspondence between DHS and the Vendor, dispute resolution, and status reporting to DHS for the duration of the contract.
Technical Lead/Architect **Ashok Hameermul**	• Provides detailed applications knowledge in support of complex application issues/incidents. • Is available to DDI Project teams for consultation on future enhancements (e.g., changes to achieve strategic objectives, implement a new program).
Operations Lead	• Confirm all team members follow the approved processes. • Identify opportunities for process improvement. • Lead the process documentation and training of changes to the processes (if the optional IT Operations Support services are purchased.
Security Expert	• Architects all changes to ISS application security. • Maintains all security documentation. • Confirms the ISS application meets all applicable security regulations.
Business Analysts & Training Team	• Work with various program end-users to gather requirements related to the enhancement and prepare the functional design required to perform the enhancement or defect fixes in Integrated Eligibility, Child Welfare/Youth Services, Adult and Disability Services, and Child Care and Early Childhood domains. • Work with various program end-users, development, and testing teams to confirm the enhancement is per requirements and maintain requirement and user

Role	Responsibilities
	documentation. • Updating business rules stored in editable tables. • Provide staff training: • Required formal and informal effort for development and support staff to both learn and train. • Required effort required to switch to and learn a new package or tool that is directly related to an application (learning non-application specific packages should be recorded under admin). • Providing training over the phone on a system or piece of the system. • Formal onsite training for a facility. • One-on-one user training. • Compiling training materials.
Development Team	• Perform Code-fix related Break Fix/Critical Fault/Corrective Maintenance, Preventative and Perfective Maintenance, Adaptive Maintenance, Unit Testing, maintain system documentation for Mainframe, Client Server, and Web Applications. • Assist in resolution of data issues where the data is the problem, not the associated code.
Testing Team	• Verify that activities on the ISS M&O scope meet the quality standards that both Deloitte and the DHS demand. • Create and enforce the project-wide quality assurance plan and conduct testing on minor enhancements and Defect fixes and Data Discrepancy fixes. • Provide best practices for testing methodologies and approaches.
Database Administration	• Database Administration. • Maintain Test Environment. • Copying data from production to test. • Refreshing test environments. • Defining backups and restores.
Performance Monitoring & capacity	• Develop policies and procedures. • Optional to perform monitoring (see Section 3.4.5). • Provide capacity estimates and usage forecast changes for Non-Production environments. • License management/provisioning Certificate management. • Remote access/VPN in compliance with security policies. • Provide requirement to DIS on Infrastructure (storage, servers, Data Center etc.).
Infrastructure Security	• System Audits: • Assist with audits. • Manage security roles etc. • Maintain documentation. • Review logs and report anomalies.
IT Operations Support Services	• Application Support, Tier 2, 3.
Applications Security Administration	• Administer users.

Role	Responsibilities
Contract Reporting	• Report performance against SLAs. • Report budget against each ABL project. • Support data acquisition.
Interagency Coordinator	• Serve as liaison between ISS Application team, other Agencies and external Vendors.

Figure 7-101. M&O Team Roles and Responsibilities.

Challenges Overcome in Similar Projects

Our M&O plan provides a well-organized approach based on previous successful projects of similar scope and size. It is a practical, step-by-step approach that reduces risk for the DHS. We have successfully transitioned HHS systems in the past and understand the common or potential pitfalls and have developed effective strategies to mitigate or avoid them. Some of the common challenges that we have encountered in the past, along with our mitigation strategies, are detailed in the following figure.

Challenge	Our Proposed Mitigation Strategy
Change in federal and State legislative requirements	• Collaborative workgroup approach working with other Deloitte state projects that are experiencing similar legislative and policy changes. • Staff the project with Deloitte in house business and policy experts to interpret change and quickly translate it to business requirements for system implementation. • Evaluate the impact of the change on the business with our knowledgeable project staff in coordination with DHS policy staff to assess business impact and timeliness of required system changes.
Change in business priorities	• Work with the DHS business leads to identify high impact business areas that currently have outstanding defect fixes or enhancement that need to be prioritized over others. • Document prioritization outcomes and reviewing with all stakeholders to confirm everyone has a shared understanding of the business priorities. • Allow enough time in the prioritization process to engage with all internal and external stakeholders to be able to meet the SDLC release timeline for prioritized defect fixes and enhancements.
Changes to interfaces or change in technology	• Work with all federal and state interface partners to document the current technology stack and interface transmission methods. • Establish a communication channel with the business and technology leads for each of the interface trading partners and set the expectation to proactively communicate a change to technology or transmission method and frequency. • Extensive regression testing for each SDLC build to test system areas that are not impacted by a build to confirm no inadvertent change made by the build or the interface partner impacts existing functionality.
Shortage of client resources	• Facilitate kick off meetings prior to each SDLC release and accurately forecast the support required from DHS counterparts

Figure 7-102. Challenges Overcome in Similar Projects.

9.0 Approach to Information System Services Turn-Over

At the end of the contract, or before, ISS Applications M&O will need to be transitioned to another service provider or to DHS. The Vendor must provide assistance in this transition. The expectation is that the Vendor will provide all of the support required to transition the services they are performing to the new support organization without any adverse impacts to DHS stakeholders due to the transition.

Instructions: Describe the Vendor's approach and critical success factors for providing turn-over support including planning activities, roles required, approach to communicating/interacting with the new support organization and DHS stakeholders, the inherent challenges and how the Vendor has overcome these challenges in the past.

When the time comes, Deloitte will work collaboratively with DHS, the new support organization, and other stakeholders during the turn-over phase to support the successful handover of the ISS M&O activities and responsibilities. We know that the primary concern for you during the turn-over phase is a smooth and timely turn-over that will minimize adverse impacts to clients and other DHS stakeholders. In addition, we know that the new support organization's primary objective will be gain the system knowledge required to take-over ISS M&O responsibilities. Our proposed turn-over coordinator and team will work with you, the new support organization, and other stakeholders through our 3-step turn-over approach throughout the turn-over phase to support a smooth transition of services, transfer tasks and operations, and to aid in the future success of the overall project.

Section Highlights

- Extensive experience from successfully turning-over number of large complicated systems brings uniquely qualified team to overcome both common and unforeseen challenges
- Proven knowledge transfer methodology to prepare and assess the proficiency of DHS and the new support organization for successful Turn-Over
- Gradual, low-risk approach to limit the potential for adverse impacts on DHS Stakeholders
- Our collaborative approach to maintain the right team of functional, technical and operational knowledge to support effective knowledge transfer to the new support organization

Having had the perspective from being both the new incoming vendor, as well as being the incumbent, Deloitte has unique insight into what HHS system turn-over challenges to expect as well as plans to overcome and mitigate risks. Our proven ISS M&O turn-over approach is built on our extensive experience and lessons learned from both taking over and turning over projects. Recognizing that ISS Applications M&O activities must continue with minimal adverse impacts to DHS stakeholders during transition, our turn-over approach is based on achieving several key critical success factors:

- Deloitte will identify a Turn-Over Coordinator and team to coordinate the turn-over activities so as not to adversely impact ongoing M&O activities that must continue in parallel.
- In collaboration with DHS, the new support organization, and other stakeholders, Deloitte will develop the M&O Turn-Over Plan at least 9 months prior to the agreed upon turn-over date to identify a turn-over strategy and approach which will minimize adverse impacts to end users, beneficiaries, and stakeholders. This plan will include activities to transition

services to DHS or another provider, roles and responsibilities of DHS and other stakeholders, time and budget requirements for turn-over activities, action ownership and program governance.

- Deloitte will continue our practice of open communication and provide M&O Turn-Over Assessment Reports at least 6 weeks prior to contract expiration to share Turn-Over progress with DHS leadership, DHS ISS Application Business and Technical owners, and other stakeholders on a monthly basis during the turn-over period.

"When their contract was ended, [Deloitte Consulting] went above and beyond my expectations in facilitating knowledge transfer with my staff members, which was typical of their performance"

Arlene DiMarco
Section Chief, Commonwealth of Pennsylvania

- Together with DHS, Deloitte will continue to maintain the right team of functional, technical and operational knowledge of the ISS Applications throughout the turn-over phase to support effective knowledge transfer to the new support organization.
- Deloitte's proven knowledge transfer methodology utilizes combinations of baselining exercises, training sessions, system demonstrations, job shadowing, and ongoing knowledge transfers assessments, to prepare and assess the proficiency of DHS and the new support organization to take over ISS M&O responsibilities.
- Deloitte will work collaboratively until the DHS and the new support organization demonstrates proficiency in being able to take over the ISS Applications M&O activities

Deloitte Engagement	Highlights of the Successful Project Turn Over to Our Clients
State of Virginia, Families and Children Tracking System (FACTS)	• Conducted a complete transfer of the FACTS system to the State • Transferred responsibility for the maintenance, enhancement, and day-to-day operational activities, which included the use of several new technology components • Used mentoring, on-the-job training, and formal training sessions to prepare State staff for this role
State of Delaware, Social Services	• Facilitated a complete knowledge transfer of the application including the maintenance and enhancement activities • Mentoring effort was critical due to the State's huge technology shift away from a mainframe application to a much larger client/server application
Commonwealth of Pennsylvania, Department of Public Welfare, H-Net (Human Service Network), Unified Security, HIPAA training, System Development Methodology (SDM)	• Conducted ongoing knowledge transfer in many areas, including databases, system components such as XML, configuration management, middleware, and technology standards and procedures • Shared our methodologies for requirements gathering, design, construction, testing, and implementing technical solutions to build an in-house capability for the Department • Transferred responsibility for maintenance of Netegrity, a web security administrator package, and monitoring of HIPAA compliance • Deloitte continues the mentoring process by serving as an advisor to the Department as new users are added and security roles refined

Deloitte Engagement	Highlights of the Successful Project Turn Over to Our Clients
State of New Hampshire, New HEIGHTS Integrated Eligibility System	• Conducted multiple knowledge transfer events for the State to provide a more inclusive understanding of technology used to support business functions • Provided an SDLC overview to the Office of Information Technology (OIT)

Figure 7-103. Successful Turn Over Engagements.

Turn-Over Approach

Due to the scope and complexity of the Information Systems, we propose that the turn-over phase be complete in a gradual, low-risk approach to limit the potential for adverse impacts on DHS Stakeholders starting at least six months prior to Contract expiration. Our Turn-Over approach consists of 3 steps to support effective turn-over of all functional, technical and operational knowledge and responsibilities of the ISS Applications M&O to the new support organization.

Figure 7-104. Phases of Deloitte's Turn-Over Methodology.

Deloitte recognizes the importance of working with the DHS, the new support organization, and any other stakeholders to execute the Turn-Over Plan, particularly for a project with the scope and level of complexity of the ISS M&O. To support effective knowledge transfer to the new support organization, and address turn-over requirements and risks for all potentially impacted stakeholders, it is imperative that a turn-over strategy is chosen with the applicable level of detail for all stakeholders involved with the turn-over.

Features of our Approach	Benefits to DHS
Leverages proven knowledge transfer methodology	Proven knowledge transfer methodology to prepare and assess the proficiency of DHS and the new support organization supports successful Turn-Over
Provides gradual, low-risk approach for successful Turn-Over	Following gradual, low-risk approach limits the potential for adverse impacts on DHS Stakeholders
Enhanced Collaboration with DHS and new support organization	Our collaborative approach to maintain the right team of functional, technical and operational knowledge to support effective knowledge transfer to the new support organization
Extensive successful experience from turning-over number of large complicated systems	Brings uniquely qualified team to overcome both common and unforeseen challenges

Figure 7-105. Features and Benefits of Our Approach.

In collaboration with DHS, the new support organization and other stakeholders, we will establish a detailed M&O Turn-Over Plan and the Disentanglement Plan that covers all activities and the efforts of all involved parties including compiling an inventory of all assets and handing over these assets in an agreed-to format by DHS. The M&O Turn-Over Plan also identifies and defines the timing and duration of the turn-over, roles and responsibilities of key turn-over personnel for our turn-over team, DHS, the new support organization and any other stakeholders, production support agreements, required actions to be completed during each step of the turn-over phase and owners for those actions, identification of criteria for key turn-over check points, the staffing transition plan including plans to provide adequate support up to key turn-over check points, the criteria and performance measures for reporting of turn-over progress throughout the turn-over phase, and impacts to end users, beneficiaries, and stakeholders.

Upon completion of Turn-Over planning phase, as part of preparation activities, we assemble knowledge transfer materials needed to guide transfer sessions with the State and the new support organization. Deloitte also establish a process so that there is no interruption of the provision of the services, or reduction in service levels occur during the handover period.

In order to enable smooth and successful Turn-Over, Deloitte manages scheduled and ad hoc meetings and other communications, to address issues regarding the Turn-Over Plan and/or the Disentanglement Plan.

During Knowledge Transfer phase, we complete the knowledge transfer of the services to DHS or alternate service provider(s) and introduce the new service provider to all relevant information and training to allow the service provider to leverage the DHS Enterprise Platform.

All system turn-overs carry an inherent risk due to changing roles and responsibilities. Through our experience, we have found that one of the best mitigations of this risk is effective reporting of turn-over activities. During the turn-over phase, Deloitte will continue our practice of open communication and provide a M&O Turn-Over Assessment Report at least monthly to report on the progress of all transition activities by Deloitte, DHS, the new support organization, and other stakeholders as appropriate. During the assessment phase we arrange for the transfer of personnel, including communications, briefing and negotiation, applicable to such personnel who are required for the continuation of the involved services. We will work closely with DHS to define the key reporting metrics that will be required to effectively report progress and identify activities at risk of falling behind during the turn-over phase.

As part of the Turn-Over Execution, we hold briefings on the status and comprehensive nature of all items handed over and manage the implementation of the Turn-Over Plan and the Disentanglement Plan.

At the conclusion of the turn-over phase, Deloitte will work with DHS to provide a final report of turn-over results. The report will document and share our methods, tools, lessons learned, and deliverables that were developed throughout the contract period. We value our relationship with DHS and will continue to prioritize the continued success of DHS even as we turn-over maintenance and operations.

The following figure provides an outline of our proposed three-phase turn-over approach, including the key activities included in each phase.

Phase(s)	Key Activities	T-6 - ISS Requirements Traceability
Turn-Over Planning	Turn-Over kickoff Confirm turn-over requirements and expectations with DHS and/or new support organization entity Confirm turn-over staffing requirements from all parties Assess the gap between required skills/knowledge and current skills/knowledge Develop and manage the implementation of a detailed Turn-Over Plan and the Disentanglement Plan that covers all activities and the efforts of all involved parties and includes handing over the key assets in an agreed-to format by DHS Maintain an inventory of all assets covered by the Contract and required to provide the services Finalize turn-over success criteria and performance measures Establish turn-over status reporting requirements Prior to the commencement of the knowledge transfer sessions, the new support organization reviews appropriate documentation and applicable source code Establish the process to ensure no interruption of the provision of the services, or reduction in service levels occur during the handover period Assemble knowledge transfer materials needed to guide transfer sessions with the DHS and the new support organization	O8.1 Create a detailed Turn-Over Plan and the Disentanglement Plan that covers all activities and the efforts of all involved parties. This part of the plan should express this in time and budget requirements, action ownership and program governance. O8.2 Complete inventory of all assets covered by the Contract and required to provide the services O8.3 "Ensure that the M&O Turn-Over Plan includes handing over the key assets in an agreed-to format. These assets include, but are not limited to: a. Customer and other records (including subcontractor agreements that are required to provision the services) b. Configuration information c. Databases d. Documentation e. Asset registers f. Programs g. Knowledge databases h. Fault databases i. Asset maintenance history and status j. Manuals k. Process and procedure documentation l. Any other similar items that the ISS Vendor used or produced during the course of, or for the purpose of, provisioning the services or relating to the configuration control of the services m. Source code n. Development tools and procedures o. Architecture and design documents" O8.6 Define the means by which no interruption of the provision of the services, or reduction in service levels, will occur during the handover period, and during transfer to DHS or the new service provider O8.11 Develop the final handover and acceptance criteria
Turn-Over Execution	Establish pre-requisite learning requirements for the new support organization to prepare for knowledge transfer The new support organization resources carefully review available project and system documentation for each of the turn-over topics	O8.5 Complete knowledge transfer of the services to DHS or alternate service provider(s) O8.7 Arrange for the provisioning of a physical data room into which information shall be placed, for the organization and the new

Phase(s)	Key Activities	T-6 - ISS Requirements Traceability
	Provide walkthroughs of functional and technical components Execute knowledge transfer from Deloitte to the DHS and the new support organization in the following areas: Functional: knowledge transfer of eligibility programs and other functional aspects of the systems Technology: knowledge transfer of the current system technology Operations: knowledge transfer of operational activities Continuously analyze the effectiveness of the knowledge transfer plan, including the new support organization's grasp of required skills/knowledge (skill proficiency testing) Adjust plan according to assessment results Perform job shadowing of functional and technical staff Generate and submit the Monthly M&O Turn-Over Assessment Report Conduct briefings on the status and comprehensive nature of all items handed over The new support organization demonstrates appropriate personnel are available and ready to maintain and operate all related applications The new support organization to implement trial application release Generate and submit the Monthly M&O Turn-Over Assessment Report Transfer SLAs to the new support organization Turn-Over all data and documentation pertaining to maintenance and operations of the applications to DHS and the new support organization Reverse shadowing activities for change requests, defect fixes, and help desk tickets	service provider to inspect and make copies for removal O8.8 Manage the implementation of the Turn-Over Plan and the Disentanglement Plan O8.9 Manage regularly scheduled and ad hoc meetings, as well as other communications, to address issues that may affect how involved parties perform their responsibilities in relation to the Turn-Over Plan and/or the Disentanglement Plan O8.10 Arrange for the transfer of personnel, including communications, briefing and negotiation, applicable to such personnel who are required for the continuation of the involved services, and within the boundaries of applicable law O8.12 Introduce the new service provider to all relevant information and training to allow the service provider to leverage the DHS Enterprise Platform, tools and services and operate within the multi-vendor environment, as required
Post Turn-Over Activities	Generate and submit the Turn-Over Results Report Conduct final Turn-Over Closure meeting	O8.4 Hold briefings on the status and comprehensive nature of all items handed over

Figure 7-106. Approach to Turning-Over ISS Applications Phases.

Turn-Over Roles and Responsibilities

Based on our experience in both taking-over and turning-over HHS applications and systems, Deloitte knows that the right team is paramount to supporting a successful turn-over of the system with minimal adverse impact to DHS stakeholders. It is not uncommon for outgoing

vendors to immediately downsize their team and limit collaboration with DHS or new support organization. Deloitte is only interested in the ongoing future success of the DHS and will continue to support DHS until the turn-over is complete and maintain staffing to continue supporting the applications and provide the support required to smoothly transition M&O activities to the new party. Our Turn-Over team, including a Turn-Over coordinator with a systems analysis and project management background, will have served in a project role leading up to the turn-over.

The role of our proposed Turn-Over Coordinator will be to manage all activities related to turn-over of the system including serving as the point of contact between the Deloitte turn-over team and DHS, and managing activities to the Turn-Over Plan. Deloitte's proposed Turn-Over coordinator will be a resource with a background in systems analysis and project management, as well as knowledge of HHS applications and systems and transitioning systems.

The rest of our proposed turn-over team will consist of functional, technical and operational subject matter experts serving in project roles within the on-the-ground ISS team in Little Rock so that the best system knowledge will be present during the turn-over phase.

We will work with DHS, the new support organization, and other stakeholders to identify the right roles and responsibilities required by DHS and the new support organization depending on the new support organization's transition team and the scope of ISS Applications being transitioned. At the very least, we recommend that the new support organization provide resources with adequate experience to own and lead transition activities in the following roles:

Recommended Role	Recommended Responsibilities
Transition Project Manager	Serve as point of contact for all transition activities for the new support organization
Technical Lead	Serve as new support organization lead and point of contact for activities related to ISS Applications transition code review and future software development
Operations Lead	Serve as new support organization lead and point of contact for activities related to transition of ISS Applications operations, including transition of all hardware and software.
Testing/Training Lead	Serve as new support organization lead and point of contact for activities related to ISS Applications testing and training

Figure 7-107. Turn Over Roles and Responsibilities.

In addition, we recommend that the new support organization provide database architect, development, testing and business analyst resources with adequate relevant experience to eventually take-over the maintenance and operation responsibilities of the ISS Applications.

Turn-Over Communications and Interactions

Communication is paramount to a successful turn-over. Whether reporting status of the turn-over to DHS and other ISS Application Stakeholders, or interfacing with the new support organization to turn-over ISS Applications knowledge – Deloitte will extend our continued practice of open communication and professionalism to the new support organization and any other turn-over stakeholders.

Starting with development of the M&O Turn-Over plan, and outside of interactions with turn-over knowledge transfer activities, interactions with the new support organizations will primarily be

conducted through DHS and agreed upon new support organization leadership. This will support clear and consistent messaging from us, as the incumbent vendor, to the new support organization.

At the beginning of the turn-over phase, Deloitte will work with DHS, new support organization leadership, and any other required stakeholders to develop an M&O Turn-Over plan that will cover turn-over roles and responsibilities and a mutually agreeable turn-over schedule. The progress of the transition, including any activity delays or risks will be documented on our monthly Turn-Over Assessment Reports and communicated with DHS and new support organization leadership. Together with DHS, new support organization leadership, and other stakeholders, we will identify mutually agreeable mitigations for identified issues.

Overcoming Turn-Over Challenges

Every turn-over carries inherent challenges due to many high-priority activities occurring simultaneously. However, based on the number of large complicated systems that have been successfully transitioned to Deloitte or that Deloitte has turned back to DHS or their chosen new support organizations, you can rest assured that Deloitte is uniquely qualified to overcome both common and unforeseen challenges associated with system turn-overs.

The following figure summarizes some of the challenges that we have overcome in the past as the new support organization or as the incumbent vendor providing turn-over, as well as our strategy for mitigating the risk during the turn-over phase.

Risk	Potential Impact	Deloitte Differentiators and Our Risk Mitigation Approach
Immediate downsizing of current M&O team at beginning of turn-over phase	Degradation of quality of or even interruption of ongoing M&O activities, in addition to ineffective transfer of knowledge	Deloitte will maintain key staff and knowledge from the ongoing M&O team throughout the entire turn-over process We will identify a turn-over coordinator to coordinate transition activities separate from ongoing M&O activities while the turn-over is in progress to minimize adverse impacts to end users, beneficiaries and other stakeholders
Incomplete knowledge transition to the new support organization	Inability of new support organization to operate the ISS applications and failure of critical processes	Our turn-over resources will have extensive experience in operating and maintaining applications, deep programmatic experience with Medicaid eligibility and all programs of assistance. With DHS and the new support organization, we will conduct detailed reviews of existing documentation, training sessions, job shadowing, and ongoing knowledge transfer assessments to promote effective knowledge transfer We will conduct readiness assessments to evaluate the proficiency of the new support organization in being able to take over the ISS Applications M&O activities. Areas of weaknesses will be targeted for additional training efforts.
Lack of insight into turn-over progress.	Gaps in knowledge that are realized too late.	We will work collaboratively with DHS to establish an M&O Turn-Over Plan at the outset of the Turn-Over phase, and identify key turn-over phases and milestones. Deloitte will also provide M&O Turn-Over Assessment Reports to track the progress towards meeting the turn-over objectives.

Figure 7-108. Risks and Impacts.

10.0 Statement of Work

10.1 ISS Deliverables

The awarded Vendor must provide a Statement of Work that details the approach and activities to be performed to provide the services outlined in the RFP. The narrative for the Statement of Work must include a detailed description for each task/phase. The Statement of Work must also clearly define the intent, approach and provide assumptions on which the Statement of Work was developed.

For each deliverable, the Vendor must provide the following information:

- **Deliverable Description** – Provide an overview of the deliverable and approach for successfully completing the Deliverable
- **Vendor Responsibilities** – Provide a clear and concise narrative of Vendor responsibilities to perform the work for this deliverable
- **State Responsibilities** – Provide a clear and concise narrative of what the Vendor expects from DHS to perform the work for this deliverable
- **Deliverable Timeline** – Please include start and end dates

Instructions: Provide a Statement of Work including each of the Deliverables in 0, and any additional Vendor-proposed deliverables. Each deliverable should include at least the template in the Deliverable Response Template (0). The Vendor must NOT include any pricing or pricing assumptions in this section. Replicate the template for each deliverable. Change only the cells containing "<Insert>". Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Table 1. List of Deliverables

Task	#	Deliverable	Frequency
Task 1 – ISS Transition Planning	ISS-1	ISS Applications M&O Transition Plan	Once
Task 2 – ISS Transition Planning Transition Services	ISS-2	Transition Status Report	Weekly during transition period
	ISS-3	Assessment Report	Annually
	ISS-4	Applications M&O Plan	Once
	ISS-5	Completed Applications M&O Readiness Checklist	Once
Task 3 – Provide M&O Services, Report Status and Assure Quality	ISS-6	Monthly Status Report and Service Level Agreement Reporting	Monthly
Task 4 – Implement Enhancements (Application Development)	ISS-7	Enhancement Requirements and Cost Estimates	Once per task order
	ISS-8	Completed Enhancement Check-List	Once per release

Task	#	Deliverable	Frequency
Task 5 – Support DHS' Business Intelligence, Analytics and Reporting Needs	ISS-9	Business Intelligence and Reporting Support	Once per month
Task 6 – Provisioning of Additional As-Needed Services	ISS-10	Milestone Completion	Defined by Request for Additional Services
Task 7 – Turn-Over M&O Services	ISS-11	M&O Turn-Over Plan	Updated as needed or requested by DHS
	ISS-12	M&O Turn-Over Assessment Report	Monthly during turn-over activities
Task 8 – ISS IT Processes (Optional Deliverable)	ISS-13	IT Processes Transition Plan	Once
	ISS-14	Completed IT Process Readiness Checklist	Weekly during transition period
	ISS-15	Monthly Status Report and Service Level Agreement	Monthly
	ISS-16	IT Operations Support Turn-Over Plan	Updated as needed or requested by DHS
	ISS-17	IT Process Turn-Over Assessment Report	Monthly during turn-over activities

Table 2. Deliverable Response Template: ISS-1 ISS Applications M&O Transition Plan

ID – ISS-1	ISS Applications M&O Transition Plan
Deliverable Description	The ISS M&O Transition Plan captures all of the activities the Vendor must perform to establish the ISS IT Operations Support organization and migrate applications M&O and tools to the Vendor. The Plan must include a schedule to complete the tasks prior to the end of the incumbent vendor's contract. • Scope of this deliverable includes: • Documentation of the Vendor's proposed target state including: – Proposed Vendor staff – Roles and responsibilities of all partners related to the ISS IT Operations Support – Proposed list of activities and processes to support the activities – Acquisition, transition and need for tools • Training plans to ensure staff gain the required knowledge in alignment with the incumbent vendor's Requirement Statement outlining the technical resources and requisite knowledge, skills and experiences required to transition M&O activities • Plan for coordinating roles and responsibilities between the Vendor and the DHS/DIS Infrastructure support team

	• Approvals for plans by DHS and commitment to supply resources • Staffing of target organizations and ongoing support through the duration of the Contract • Security and confidentiality plan • Inventory and plan for all Solution hardware and software, documentation, supplies, facilities and other resources within the Contract • Plan for migrating all required documentation to the Vendor • Plan to transition for all applicable development tools, processes and procedures and management tools (e.g., security management, systems management) – This deliverable must include measureable progress milestones/check-points so DHS can quantify the transition risk. – This deliverable should also include the assumed level of support required from DHS and the incumbent vendor. The ISS M&O Transition Plan must include a Readiness Checklist (Deliverable ISS-5) which captures all activities that must be completed prior to completing the transition of ISS Applications M&O activities from the incumbent vendor, grouped by service to allow for incremental transition.	
Vendor Responsibilities	Create Plan using Approved DED, Submit Plan, Walkthrough the Plan with Vendor, and Correct and Return the Plan	
Expectations for the State's Responsibilities	Collaborate with Deloitte on the DED, Collaborate with Deloitte on the Deliverable, Review Plan, Walkthrough, and Approve Plan	
	Start	End
Timeline	7/3/2017	8/25/2017
Duration	20 days for DED / 18 Days for the Plan	
WBS ID#(s)	2.1.1, and 2.2.1 plus all subtasks	
Reference (Section, Page Paragraph)	N/A	

Deloitte will submit a Deliverable Expectations Document and Deliverable for the ISS Application M&O Transition Plan within 5 business days of starting the project. Deloitte will collaborate with DHS to develop the DED. After approval of the DED, Deloitte will begin to create the plan. The anticipated approval date for the ISS Application M&O Transition Plan is 8/25/2017. While this approval date is into the second month of the four month transition Deloitte will continue to collaborate with DHS to continue the transition through takeover.

As discussed above Deloitte will capture and verify baseline "as-is" assessments and will start to sequence and create dependencies for the transition activities. This plan will include knowledge transfer, training, and job shadowing. This plan will also include the proposed staffing, roles and responsibilities, activities and process, and tools needed during transition.

Our transition approach is based on collaboration with stakeholders. This will require that the deliverable includes a plan for coordinating roles and responsibilities between the Vendor and the DHS Infrastructure support team. We will include staffing needs for target organizations and

will provide the level of support needed throughout the Contract. We will also include any approvals needed for other resources.

The plan will also include a security and confidentiality section that will discuss Deloitte's approach to these critical activities. It will detail the inventory of all solution hardware and software, documentation, supplies, facilities and other resources within the Contract along with a plan for migrating these tools, software and hardware.

The ISS Application M&O Transition Plan will include a Readiness Checklist that will detail the activities needed to complete the transition to takeover.

Table 3. Deliverable Response Template: ISS-2 Transition Status Report

ID – ISS-2	Transition Status Report	
Deliverable Description	This deliverable will document progress against the ISS Applications M&O Transition Plan and capture tasks performed, planned tasks, risks and issues and track progress against the Readiness Assessment. If tasks are not performed in accordance with the ISS Applications M&O Transition Plan, the Vendor will provide a recovery plan with updated projected dates. This deliverable must include mitigation steps being taken against any identified risks and any contingency plans. This deliverable must also highlight upcoming activities that must be performed by DHS and risks/issues which require DHS' involvement to resolve. This deliverable must include documentation confirming (and proof of DHS' approval) activities have been effectively initiated and completed. This deliverable will track progress against the Readiness Checklist to ensure all required activities are completed (and DHS' approval received) prior to transitioning ownership of any ISS Applications M&O activities.	
Vendor Responsibilities	Create weekly Transition Status Reports	
Expectations for the State's Responsibilities	Review and Approve Weekly Status Reports	
	Start	**End**
Timeline	7/5/2017	11/8/2017
Duration	Milestone submission with a proposed submission on Wednesdays	
WBS ID#(s)	2.1.1.16 plus subtasks	
Reference (Section, Page Paragraph)	Deliverable ISS.1.1	

Deloitte will submit weekly Transition Status Reports throughout the transition period. Deloitte has included a 5 day review timeframe per the RFP. While a 5 business day review of a weekly report five-day review of a weekly report may provide overlapping review it is Deloitte's expectation that Deloitte will be working closely with DHS and the incumbent vendor during transition and the reporting will be documenting those efforts. These reports will include tasks

preformed, planned tasks, risks and issues and track progress against readiness assessment as detailed in the ISS Applications M&O Transition Plan and DED.

Once the ISS Application M&O Transition Plan is approved and implemented the report will report against tasks included in the transition plan. Should progress towards any of those tasks be delayed, corrective actions will be detailed in that Transition Status Report. During the weeks before the ISS Application M&O Transition Plan is not yet approved Deloitte will report any corrective actions based on assumption from the original work plan or ISS Application M&O Transition Plan DED.

The reports will also include updates to the Readiness Checklist that is included in the ISS Applications M&O Transition Plan.

The initial Transition Status Report will include a preliminary listing of potential risk. Subsequent reports will include any newly identified risks, newly identified issues or proposed changes to any existing risks or issues.

Table 4. Deliverable Response Template: ISS-3 Assessment Report

ID – ISS-3	Assessment Report	
Deliverable Description	This deliverable provides an assessment of the current applications and will identify opportunities to improve application M&O effectiveness and efficiency (e.g. tool deployment, task automation, etc.). This will also include a roadmap of when the Vendor plans to implement the improvements. This deliverable will be deemed approved once it has been presented to State staff and they have agreed with the contents, recommendations and the roadmap	
Vendor Responsibilities	Create a monthly status report for transition assessment	
Expectations for the State's Responsibilities	Review and Approve monthly status report for transition assessment	
	Start	End
Timeline	Beginning the end of each fiscal year. Assessment activities continue throughout the year.	Ending after the review cycle is complete.
Duration	20 business days to develop each report with 10 business days for review	
WBS ID#(s)	3.4 plus subtasks	
Reference (Section, Page Paragraph)	Deliverables ISS.1.1	

Deloitte proposes submitting the assessment report at the end of each fiscal year. While we propose submitting this deliverable in September of each year, the activities for this assessment will be continuous during the year. The report will include opportunity to improve the applications being maintained. Each improvement will include a plan to implement the improvements.

Table 5. Deliverable Response Template: ISS-4 Applications M&O Plan

ID – ISS-4	Applications M&O Plan	
Deliverable Description	This deliverable will include an overview of how the Vendor is providing M&O services. This includes items such as processes, procedures, roles and responsibilities, hand-offs, tools, user guides and any additional information. This document will be maintained throughout the M&O period and will be accepted once it has been reviewed and accepted by DHS.	
Vendor Responsibilities	Create DED, Walkthrough DED, Correct and Return DED, Create Plan, Walkthrough for Plan, Correct and Return Plan	
Expectations for the State's Responsibilities	Review DED, Walkthrough DED, Approve DED. Review Plan, Walkthrough for Plan, Review Plan and Approve Plan	
	Start	End
Timeline	7/3/2017	8/30/2017
Duration	42 days including DED and Deliverable	
WBS ID#(s)	2.2.2.3 and subtasks	
Reference (Section, Page Paragraph)	Deliverable ISS.1.1	

Deloitte will include the approach to providing M&O services. We have described our approach to application Maintenance and Operations in Section 2.0 above. The deliverable will include processes, procedures, roles and responsibilities, hand-offs, tools, user guides and any additional information. Deloitte will also include detail from our methodology.

Table 6. Deliverable Response Template: ISS-5 Completed Applications M&O Readiness Checklist

ID – ISS-5	Completed Applications M&O Readiness Checklist
Deliverable Description	This deliverable documents that all activities required to transition ISS Applications M&O services to the Vendor have been complete. This deliverable must be a completed version of the Transition Checklist included in the ISS Applications M&O Transition Plan (defined in Task 1) with documented proof that the activities have been completed. This deliverable must include documented proof that the ISS Vendor is trained to provide M&O services, documentation has been updated and processes have been transitioned including, but not limited to: • Application M&O • Management and operations of M&O tools • Tools and documentation • Break-Fix This deliverable must include completion of the ISS M&O Transition Plan. This deliverable is documentation to confirm that all ISS Applications M&O reporting activities and the implementation of reporting and reporting tools and processes are complete, as described in the ISS Applications M&O Transition Plan.

Vendor Responsibilities	Create DED, Walkthrough DED, Correct and Return DED, Create Plan, Walkthrough for Plan, Correct and Return Plan	
Expectations for the State's Responsibilities	Review DED, Walkthrough DED, Approve DED. Review Plan, Walkthrough for Plan, Review Plan and Approve Plan	
	Start	End
Timeline	7/10/2017	8/25/2017
Duration	10 business days for review of the completed checklist	
WBS ID#(s)	2.1.1.15 and subtasks	
Reference (Section, Page Paragraph)	Deliverables ISS.1.1, ISS.2.1, ISS.2.2, ISS.2.3	

Deloitte will submit the detail that will be included in the checklist with the ISS Applications M&O Transition Plan. The checklist will then be submitted with each Transition Report and will be updated until takeover. This deliverable will be key in the takeover assessment. The completed checklist will be a completed version of the Transition Checklist included with the ISS Application M&O Plan.

The deliverable will include the items in the checklist including Application M&O status, management and operations of M&O tools, tool documentation and an update on break-fix efforts.

Table 7. Deliverable Response Template: ISS-6 Monthly Status Report and Service Level Agreement Reporting

ID – ISS-6	Monthly Status Report and Service Level Agreement Reporting
Deliverable Description	Monthly report that captures the status of the Vendor's M&O activities related to the core applications including: • Periodic report that details at least the SLAs in scope for that reporting period. This must include: – A relevant history of the SLAs reported on in previous reporting periods – All SLAs in scope for the current reporting period – Progress on corrective action plans established in the last reporting period or since that time – Any new corrective action plans established due to the current reporting period • Activities performed and planned – M&O activities – Activities being performed to increase efficiency of the Application M&O activities • Operational changes and recommended changes • Documentation status • Hours spent by employee, broken down by warranty, M&O and enhancements by application, task and/or project

ID – ISS-6	Monthly Status Report and Service Level Agreement Reporting	
Vendor Responsibilities	Create a monthly status report for Core Applications	
Expectations for the State's Responsibilities	Review and Approve monthly status report for Core Applications	
	Start	End
Timeline	11/7/2017	7/19/2024
Duration	Submitted at the beginning of each month after takeover.	
WBS ID#(s)	3.3.1.1.1 and subtasks	
Reference (Section, Page Paragraph)	N/A	

During the M&O period Deloitte will submit a Monthly Status and Service Level Agreement Report to detail the Service Levels during the previous month. The report will also include detailed reports for activities during the month by core applications.

Table 8. Deliverable Response Template: ISS-7 Enhancement Requirements and Cost Estimates

ID – ISS-7	Enhancement Requirements and Cost Estimates	
Deliverable Description	For each agreed upon release, the ISS Vendor shall produce the following deliverables: • Release Requirements/Scope (incl. list of requested changes) • Development Plan including: – Documentation (e.g. updates to specification or new specs) – Testing Plans – Change Management/Training Plans – Infrastructure impact – Staffing plan • Acceptance Criteria Check-List including items such as: – Testing results/Passed UAT – Updated documentation – Updated Operations Plan • Interim deliverables • Function Point and Cost Estimates • Release Check-List	
Vendor Responsibilities	Create Plan using Approved DED, Submit Plan, Walkthrough the Plan with Vendor, and Correct and Return the Plan	
Expectations for the State's Responsibilities	Review Plan, Walkthrough Vendor, and Approve Plan	
	Start	End
Timeline	TBD	TBD
Duration	TBD	
WBS ID#(s)	Placeholder for deliverable included as WBS 4.1.1.57	

Reference (Section, Page Paragraph)	N/A

Each enhancement will be treated as a mini-project. The enhancement will follow the standard Software Development Lifecycle (SDLC) tasks that any implementation would follow. Requirements will be defined and traced. Documentation will then be updated. The enhancement will be tested and any impacts to training, staffing an infrastructure would be considered and documented. Deloitte will include these details with each Enhancement Requirements and Cost Estimates deliverable. Deloitte will also provide necessary acceptance testing updates including exit criteria, updated scrips, and other documentation. Updates to the existing deliverable suite would be updated. Costs will be provided by functional point. Finally, the deliverable will include a check-list that details the steps needed to complete the enhancement.

Table 9. Deliverable Response Template: ISS-8 Completed Enhancement Check-List

ID – ISS-8	Completed Enhancement Check-List	
Deliverable Description	For each agreed upon release, the ISS Vendor will produce the completed check list (defined in Deliverable ISS .4.1)	
Vendor Responsibilities	Create Plan using Approved DED, Submit Plan, Walkthrough the Plan with Vendor, and Correct and Return the Plan	
Expectations for the State's Responsibilities	Review and Approve Enhancement Check-list	
	Start	End
Timeline	TBD	TBD
Duration	TBD	
WBS ID#(s)	Placeholder for deliverable included as WBS 4.1.1.59	
Reference (Section, Page Paragraph)	Deliverable ISS.4.2	

After an enhancement has been completed Deloitte will provide the completed check-list for that particular enhancement.

Table 10. Deliverable Response Template: ISS-9 Business Intelligence and Reporting Support

ID – ISS-9	Business Intelligence and Reporting Support
Deliverable Description	Monthly report that captures the business intelligence activities including: • Activities performed and planned – Activities – Activities being performed to enhance DHS' business intelligence strategy • Changes and recommended changes
Vendor Responsibilities	Create and Submit Business Intelligence and Reporting Support Report

Expectations for the State's Responsibilities	Review and Approve Business Intelligence and Reporting Support Report	
	Start	End
Timeline	11/2/2017	6/30/2024
Duration	Submitted at the beginning of each month after takeover.	
WBS ID#(s)	5.1 and subtasks	
Reference (Section, Page Paragraph)	N/A	

During the M&O period Deloitte will submit a Monthly Business Intelligence and Reporting Support Report to detail the activities performed during the month and those planned for future months. Any recommended change will also be listed as part of the report.

Table 11. Deliverable Response Template: ISS-10 Milestone Completion

ID – ISS-10	Milestone Completion	
Deliverable Description	ISS Vendor must provide evidence that the anticipated milestones have been completed and acceptance criteria have been met. Typically this will include signed acceptance of the deliverable by the appropriate State representative.	
Vendor Responsibilities	Create and Complete Milestone Completion	
Expectations for the State's Responsibilities	Review and Approve Milestone Completion tasks	
	Start	End
Timeline	TBD	TBD
Duration	TBD	
WBS ID#(s)	Placeholder for deliverable included as WBS 6.1	
Reference (Section, Page Paragraph)	N/A	

Deloitte understands that DHS may require additional services as part of the Contract. Deloitte will use our network of sub-contractors to propose resources that can accomplish the work defined as part of Task 6.

Table 12. Deliverable Response Template: ISS-11 M&O Turn-Over Plan

ID – ISS-11	M&O Turn-Over Plan
Deliverable Description	The Plan will comprehensively detail at least the following: • The activities needed to transition services to another provider, including roles and responsibilities throughout the transition • The coordination means, tools and artifacts to be used by all providers

	• The staffing transition plan including the methods for ensuring the ISS Vendor will provide adequate staffing until the other provider is prepared to take ownership • Process for monthly ISS Vendor assessments of all activities critical to the M&O transition and completion of ISS Vendor M&O activities	
Vendor Responsibilities	Create Plan using Approved DED, Submit Plan, Walkthrough the Plan with Vendor, and Correct and Return the Plan	
Expectations for the State's Responsibilities	Review DED, Walkthrough DED, Approve DED. Review Plan, Walkthrough for Plan, Review Plan and Approve Plan	
	Start	End
Timeline	10/19/2023	12/20/2023
Duration	44 days including DED and Deliverable	
WBS ID#(s)	7.1 and subtasks	
Reference (Section, Page Paragraph)	N/A	

Deloitte will include in the M&O Turn-Over Plan details needed to turn the system over at the completion of M&O. Deloitte will work on the details of this report months in advance of the anticipated turn-over activities to confirm that the materials are being gathered in a manner desired by DHS.

Table 13. Deliverable Response Template: ISS-12 M&O Turn-Over Assessment Report

ID – ISS-12	M&O Turn-Over Assessment Report	
Deliverable Description	Reporting includes progress of transition activities by the ISS Vendor, DHS and other providers, as appropriate	
Vendor Responsibilities	Create Assessment Reports	
Expectations for the State's Responsibilities	Review and Approve Assessment Reports	
	Start	End
Timeline	1/2/2024	6/20/2024
Duration	Submitted at the beginning of each month turning turn-over	
WBS ID#(s)	7.2 and subtasks	
Reference (Section, Page Paragraph)	Deliverable ISS.7.1	

Deloitte will provide the M&O Turn-Over Assessment Reports during the six months leading up to Turn-Over. The reports will include the detail outlined in the M&O Turn-Over Plan.

Table 14. Deliverable Response Template: ISS-13 IT Process Transition Plan

ID – ISS-13	IT Process Transition Plan	
Deliverable Description	The ISS IT Process Transition Plan captures all of the activities the Vendor must perform to migrate the ownership and execution of IT processes. The Plan must include all of the components of Deliverable ISS-1 but focused on the activities required to effectively transition the IT processes to the Vendor including a check-list capturing all activities required to complete the transition and confirm all process documentation has been updated to address any changes due to the transition to the Vendor.	
Vendor Responsibilities	Create Plan using Approved DED, Submit Plan, Walkthrough the Plan with Vendor, and Correct and Return the Plan	
Expectations for the State's Responsibilities	Review DED, Walkthrough DED, Approve DED. Review Plan, Walkthrough for Plan, Review Plan and Approve Plan	
	Start	End
Timeline	3/14/2024	5/14/2024
Duration	10 business days to review the DED. 5 business days to correct and return the DED. 10 business days to review the deliverable. 5 days to correct and return deliverable.	
WBS ID#(s)	3.6 and subtasks	
Reference (Section, Page Paragraph)	Deliverable ISS.1.1	

Deloitte will include in the IT Process Transition Plan details needed to turn over the IT Processes over at the completion of M&O. Deloitte will be working on the details of this report months in advance of the anticipated turn-over activities to confirm that the materials are being gathered in a manner desired by DHS.

Table 15. Deliverable Response Template: ISS-14 Completed IT Process Readiness Checklist

ID – ISS-14	Completed IT Process Readiness Checklist	
Deliverable Description	Completed IT Operations Support Checklist	
Vendor Responsibilities	Create Plan using Approved DED, Submit Plan, Walkthrough the Plan with Vendor, and Correct and Return the Plan	
Expectations for the State's Responsibilities	Review DED, Walkthrough DED, Approve DED. Review Plan, Walkthrough for Plan, Review Plan and Approve Plan	
	Start	End
Timeline	1/5/2024	6/7/2024
Duration	Submitted at the beginning of the month during transition.	
WBS ID#(s)	7.2 and subtasks	
Reference (Section, Page Paragraph)	Deliverables ISS.1.1, ISS.2.4, ISS.8.1	

Deloitte will provide the Completed IT Process Readiness Checklist Reports during the six months leading up to Turn-Over. The reports will include the detail outlined in the M&O Turn-Over Plan.

Table 16. Deliverable Response Template: ISS-15 Monthly Status Report and Service Level Agreement

ID – ISS-15	Monthly Status Report and Service Level Agreement	
Deliverable Description	This deliverable provides a status of the IT process activities performed by the Vendor. Monthly report that captures the status of the Vendor's IT process activities including: • Periodic report that details at least the SLAs in scope for that reporting period. This must include: – A relevant history of the SLAs reported on in previous reporting periods – All SLAs in scope for the current reporting period – Progress on corrective action plans established in the last reporting period or since that time – Any new corrective action plans established due to the current reporting period • Activities performed and planned – IT process activities – Activities being performed to increase efficiency of the IT process activities • Operational changes and recommended changes • Documentation status	
Vendor Responsibilities	Create a monthly status report and Service Level Agreement	
Expectations for the State's Responsibilities	Review and Approve monthly status report and Service Level Agreement	
	Start	End
Timeline	11/7/2017	6/7/2024
Duration	Submitted at the beginning of each month.	
WBS ID#(s)	3.6.13 and subtasks	
Reference (Section, Page Paragraph)	ISS.3.1, ISS.3.2	

Deloitte will provide the Monthly Status Reports on the SLAs to provide DHS with completed and planned activities. The plan will be to send the report after the completion of the month.

Table 17. Deliverable Response Template: ISS-16 IT Operations Support Turn-Over Plan

ID – ISS-16	IT Operations Support Turn-Over Plan	
Deliverable Description	The Plan will comprehensively detail at least the following: • The activities needed to transition services to another provider, including roles and responsibilities throughout the transition • The coordination means, tools and artifacts to be used by all providers • The staffing transition plan including the methods for ensuring the ISS Vendor will provide adequate staffing until the other provider is prepared to take ownership • Process for monthly ISS Vendor assessments of all activities critical to the M&O transition and completion of ISS Vendor M&O activities	
Vendor Responsibilities	Create Plan using Approved DED, Submit Plan, Walkthrough the Plan with Vendor, and Correct and Return the Plan	
Expectations for the State's Responsibilities	Review DED, Walkthrough DED, Approve DED. Review Plan, Walkthrough for Plan, Review Plan and Approve Plan	
	Start	**End**
Timeline	12/2/2019	2/3/2020
Duration	42 business days	
WBS ID#(s)	3.6.14 and subtasks	
Reference (Section, Page Paragraph)	N/A	

Deloitte will provide a Turn-Over Plan addressing the activities needed for Turn-Over.

Table 18. Deliverable Response Template: ISS-17 IT Process Turn-Over Assessment Report

ID – ISS-17	IT Process Turn-Over Assessment Report	
Deliverable Description	Reporting includes progress of transition activities by the Vendor, DHS and other providers, as appropriate	
Vendor Responsibilities	Create a monthly status report Turn-Over and Assessment Report	
Expectations for the State's Responsibilities	Review and Approve monthly status report Turn-Over and Assessment Report	
	Start	End
Timeline	2/4/020	6/1/2020
Duration	20-22 business days for each report.	
WBS ID#(s)	3.6.15 and subtasks	
Reference (Section, Page Paragraph)	ISS.8.5	

Deloitte will provide a Turn-Over Assessment Report to describe the activities needed to turn over the IT processes.

10.2 Deliverables Expectations Document

The Vendor will be required to prepare all deliverables based on a DED that will be written by the Vendor and approved by DHS prior to the Vendor starting any work on the deliverable. Once approved by DHS, the DED will be a tool used to monitor the Vendor's work on the deliverable and to discuss the Vendor's successful delivery of the deliverable as defined by the deliverable acceptance criteria.

No work may be performed on any deliverable until the associated DED has been approved in writing by DHS. As each deliverable is submitted, the Vendor must include a copy of the DED as the cover sheet.

Submission of DEDs for these deliverables will be evaluated as part of the Vendor's Proposal but submission with a Proposal, or issuance of a Contract does not constitute acceptance of the DED.

Instructions: Provide DEDs for the following deliverables (see the RFP document for additional details), using the DED Template (0). Replicate the template for each DED submitted. Change only the cells containing "<Insert>". Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Table 19. Deliverables for which the Vendor should complete a DED within the Proposal

Deliverable #	Name of Deliverable
ISS-1	ISS Applications M&O Transition Plan
ISS-6	Monthly Status Report and Service Level Agreement Reporting
ISS-7	Enhancement Requirements and Cost Estimates

Table 20. DED Template: ISS-1 Applications M&O Transition Plan

Deliverable Expectations Document (DED) – ISS-1 Applications M&O Transition Plan	
Deliverable Number:	**Title of Deliverable:**
ISS-1	ISS Applications M&O Transition Plan
Proposal Reference:	**Contract Reference:**
Section 10.0 Statement of Work	<Leave Blank>
Frequency:	**Draft Submission Due:**
Once	<Leave Blank>
State's Draft Review and Comment Period:	**Final Submission Due:**
<Leave Blank>	<Leave Blank>
Approval Required:	**Distribution:**
<Leave Blank>	<Leave Blank>
Vendor:	

Prepared by:	**Date Submitted:**
<Leave Blank>	<Leave Blank>
Date Submitted 2:	**Date Submitted 3:**
<Leave Bank>	<Leave Blank>
Phone Number:	**FAX:**
<Leave Blank>	<Leave Blank>
E-mail:	
<Leave Blank>	
Deliverable Acceptance Criteria – To be reviewed by DHS and Approved by the Project Director	

Description of Deliverable
The ISS Applications M&O Transition Plan will be developed collaboratively with DHS and the incumbent vendor. The deliverable will detail the organization structure, transitioning administration, identification of all relevant documentation, M&O documentation, rules of engagement, approach to ISS Applications M&O reporting, approach to security and confidentiality, approach to reducing cost of the Application M&O during the contract, and approach for introducing function points and metrics for tracking performance.

Scope of Deliverable
This deliverable will cover the transition planning activities. It is limited to the activities to transition from the Incumbent Vendor to Deloitte.

Constraints and Assumptions
Constraints will include:
- Deloitte is constrained by the amount of data that can be gathered collaboratively with the Department and the Incumbent Vendor.

Assumptions will include:
- This plan assumes that DHS resources and Incumbent Vendor resources are available during transition.

Standards
The plan will follow the document standards established for the project.

Review Process
The deliverable will follow the standards review process for all deliverables. Review dates are provided below.

Task Name	Duration	Start	Finish
Review Plan	10 days	Tue 8/8/17	Mon 8/21/17
Walkthrough Plan	2 days	Tue 8/22/17	Wed 8/23/17
Correct and Return Plan	4 days	Tue 8/22/17	Fri 8/25/17
Approve Plan	1 day	Fri 8/25/17	Fri 8/25/17

Roles and Responsibilities
Deloitte
- Gather information for the plan
- Document the plan
- Walkthrough the plan after submittal
- Correct any items found in the plan

DHS
- Meet with Deloitte to develop plan
- Provide comments to the plan

- Resolve any scheduling conflicts during the development of the plan
- Review and approve the plan

Incumbent Vendor

- Review the plan
- Identify any conflicts introduced by the plan
- Provide comments to the plan

Key Stakeholders

The key stakeholders affected by this information are:

- Deloitte
- DHS
- Incumbent Vendor

Review Team

The review team members for the plan are ___.

Acceptance Criteria

The acceptance criteria for the ISS M&O Transition Plan are as follows:

- Deloitte has provided schedule to complete the task prior to the end of the Incumbent Vendor's contract.
- Deloitte has provided documentation of the proposed target state.
- Deloitte has provided the resources needed to achieve turnover.
- Deloitte has provided the content listed below.

Organization and Content

The ISS M&O Transition Plan content will include:

- Proposed staff including the onboarding dates for the staff
- A RACI (Responsible, Accountable, Consulted, and Informed) Matrix detailing the roles and responsibilities of all partners
- Proposed list of activities and processes to support the activities
- Acquisition, transition and need for tools
- Training plans to ensure staff gain the required knowledge in alignment with the Incumbent Vendor's Requirement Statement outlining the technical resources and requisite knowledge, skills and experiences required to transition M&O activities
- Plan for coordinating roles and responsibilities between the Vendor and the DHS/DIS Infrastructure support team
- Approvals for plans by DHS and commitment to supply resources
- Staffing of target organizations and ongoing support through the duration of the contract
- Security and confidentiality plan
- Inventory and plan for all solution hardware and software, documentation, supplies, facilities and other resources within the contract
- Plan for migrating all required documentation from the Incumbent Vendor to Deloitte
- Plan to transition for all applicable development tools, processes and procedures and management tools (e.g., security management, systems management)

Department of Human Services Approval/Comments	
Approved by:	**Date:**
<Leave Blank>	<Leave Blank>
Signature: <Leave Blank>	
Comments: <Leave Blank>	

Table 21. DED Template: ISS-6 Monthly Status Report and Service Level Agreement Reporting

Deliverable Expectations Document (DED) ISS-6 Monthly Status Report and Service Level Agreement Reporting	
Deliverable Number:	**Title of Deliverable:**
ISS-6	Monthly Status Report and Service Level Agreement Reporting
Proposal Reference:	**Contract Reference:**
Section 10.0 Statement of Work	<Leave Blank>
Frequency:	**Draft Submission Due:**
Monthly	<Leave Blank>
State's Draft Review and Comment Period:	**Final Submission Due:**
<Leave Blank>	<Leave Blank>
Approval Required:	**Distribution:**
<Leave Blank>	<Leave Blank>
Vendor:	
Prepared by:	**Date Submitted:**
<Leave Blank>	<Leave Blank>
Date Submitted 2:	**Date Submitted 3:**
<Leave Bank>	<Leave Blank>
Phone Number:	**FAX:**
<Leave Blank>	<Leave Blank>
E-mail:	
<Leave Blank>	
Deliverable Acceptance Criteria – To be reviewed by DHS and Approved by the Project Director	

Description of Deliverable
The Monthly Status Report and Service Level Agreement Report will be developed collaboratively with DHS. Deloitte will use a mix of the current report, the requirements of the RFP and improvements listed in Deloitte's proposal. The reports will include information related to the applications being maintained by Deloitte. The report will include, at a minimum,

- A history of the Service Level Agreements reporting during the period with trend analysis for the performance on those SLAs.
- The current month's SLAs reported against the established SLA for each measure.
- A list of corrective action plans with progress against those action plan completed during the month.
- A list of any new corrective action plans established during the month and the anticipated target date for completion of that corrective action.
- Maintenance and Operations data include the activities performed highlighting any activities being performed that would increase efficiency.

Scope of Deliverable
This deliverable and reports will cover systems being maintained by Deloitte. The reports will cover SLAs Deloitte is responsible for meeting.

Constraints and Assumptions
Constraints will include:
- Deloitte is constrained by the systems being maintained by Deloitte and will only report on those.
- Deloitte is constrained by SLAs listed in the contract and will only report on those.

Assumptions will include:
- Deloitte assumes that the deliverable and initial report will determine the baseline format for the report. Subsequent changes to the report will be agreed to after mutual collaboration.
- Deloitte assumes that SLAs will only change after contract amendment.

Standards
The plan will follow the document standards established for the project.

Review Process
The deliverable will follow the standards review process for all deliverables. Each report will also follow the established review cycles.

Roles and Responsibilities
Deloitte
- Maintain systems
- Gather SLAs
- Provide data in the reports
- Make improvements to the reports after mutual agreement

DHS
- Review the reports
- Provide improvement opportunity for future reports
- Provide feedback on the reports
- Approve the reports

Key Stakeholders
The key stakeholders affected by this information are:
- Deloitte
- DHS
- External stakeholders who review the report

Review Team
The review team members for the plan are ___.

Acceptance Criteria
The acceptance criteria for the reports are as follows:
- Deloitte has provided Service Level Agreement reporting for the systems maintained.
- Deloitte has provided trend analysis on SLAs.
- Deloitte has provided the current month's SLAs reported against the established SLA.
- Deloitte has provided a list of corrective action plan with updates for those correction action plan in progress.
- Deloitte has provided maintenance and operations data including the activities performed highlighting any activities being performed that would increase efficiency.
- Deloitte has provided the content listed below.

Organization and Content
Deloitte anticipates providing the document with dashboards and metrics to help facilitate the review of the document by stakeholders. The report will primarily be a list of items in narrative or table format. The report will include items from previous reports that are outstanding and any new items from the current month. The final format of the report will be agreed to through collaboration meetings between DHS and Deloitte during the initiation of the contract.

Department of Human Services Approval/Comments	
Approved by:	**Date:**
<Leave Blank>	<Leave Blank>
Signature: <Leave Blank>	
Comments: <Leave Blank>	

Table 22. DED Template: ISS-7 Enhancement Requirements and Cost Estimates

Deliverable Expectations Document (DED) ISS-7 Enhancement Requirements and Cost Estimates	
Deliverable Number:	**Title of Deliverable:**
ISS-7	Enhancement Requirements and Cost Estimates
Proposal Reference:	**Contract Reference:**
Section 10.0 Statement of Work	<Leave Blank>
Frequency:	**Draft Submission Due:**
Once per task order	<Leave Blank>
State's Draft Review and Comment Period:	**Final Submission Due:**
<Leave Blank>	<Leave Blank>
Approval Required:	**Distribution:**
<Leave Blank>	<Leave Blank>
Vendor:	
Prepared by:	**Date Submitted:**
<Leave Blank>	<Leave Blank>
Date Submitted 2:	**Date Submitted 3:**
<Leave Bank>	<Leave Blank>
Phone Number:	**FAX:**
<Leave Blank>	<Leave Blank>
E-mail:	
<Leave Blank>	
Deliverable Acceptance Criteria – To be reviewed by DHS and Approved by the Project Director	
Description of Deliverable Enhancement Requirements and Cost Estimates are required before an enhancement begins. Deloitte will include the following with each Enhancement Requirement and Cost Estimate: • Release Requirements/Scope based on a review of the baseline requirements • A Development Plan • Acceptance Criteria Check-List • A list of the interim deliverables that will be created or modified • Function Point and Cost Estimates based on PMBOK process • Release Check-List based on the release methodology	

- Deloitte prescribed list of deliverables for each enhancement

Scope of Deliverable
Each Enhancement Requirements and Cost Estimates deliverable will cover the discreet enhancement requested by DHS.

Constraints and Assumptions
Constraints will include:
- Deloitte is constrained by the detail provided when requesting an enhancement.

Assumptions will include:
- Deloitte assumes that the initial Enhancement Request and Cost Estimate will determine the baseline format for these deliverables. Subsequent changes to the format will be agreed to after mutual collaboration.

Standards
The deliverable will follow the document standards established for the project.

Review Process
Each Enhancement Request and Cost Estimate will also follow the established review cycles.

Roles and Responsibilities
Deloitte
- Gather the information required for the impact on the systems
- Gather the information required for the cost estimates
- Apply the cost estimates consistently

DHS
- Review the estimates
- Provide feedback or gaps in the estimates

Key Stakeholders
The key stakeholders affected by this information are:
- Deloitte
- DHS
- ISS System owner or user impacted by the enhancement

Review Team
The review team members for the plan are ___.

Acceptance Criteria
The acceptance criteria for the reports are as follows:
- Deloitte has provided requirements impact for the enhancement
- Deloitte has provided cost estimate for the enhancement
- Deloitte has provided the content listed below.

Organization and Content
Deloitte anticipates providing the following detail for each estimate. For each Development Plan Deloitte will provide a schedule for the enchantment, the requirements validation and elaboration sessions, the collaboration sessions, and the Joint Application Design Sessions. Deloitte's recommended list of deliverables for each enhancement are an Enhancement Requirements and Cost Estimates Deliverable, a Completed Enhancement and Release Check-List, a Change Request Scoping Document, and a Change Request Estimation Document.

Department of Human Services Approval/Comments	
Approved by:	**Date:**
<Leave Blank>	<Leave Blank>
Signature: <Leave Blank>	

Comments:
<Leave Blank>

11.0 Value Added Services and Benefits

The Vendor may describe any services or deliverables that are not required by the RFP, and thus at no additional cost to DHS, but that the Vendor proposes to provide that will add value and further differentiate the Vendor from other bidders. The Vendor is not required to propose value-added benefits, but inclusion of such services may impact the Vendor's overall evaluation.

Instructions: Please describe any value added services or deliverables the Vendor is including as part of its Proposal that is at no additional cost to DHS.

In order to create real business value for DHS, a vendor needs to possess deep knowledge of HHS regulations, policies, programs, and systems; DHS specific strategy, and a thorough understanding of the challenges you face. Deloitte is the vendor that will bring new, fresh ideas and not just satisfied with maintaining the status quo. A vendor of the size and scale of Deloitte, with similar ongoing HHS projects with other states provides access to a great wealth of innovation and knowledge sharing. We have the ability to balance the delivery of the committed scope of work and make other services available along the way to provide new ideas and insights into the evolution of the ISS Applications. The following figure highlights some key services that are available at no additional cost to DHS:

Value Added Services	Benefits to DHS
Federal Policy Analysis	• Point of view analysis on federal regulatory changes • Accelerated response to policy impacts and scoping • Interpretation of policy impact on system changes • Knowledge sharing with other Deloitte states, their interpretation of the change, and planning for system changes • Knowledge of the intersection between regulation, federal policy, and national practices and the incorporation of those in individual agency solutions • Understanding of the federal review process and how agencies should prepare for evaluation of their solutions and usage by program workers
Deloitte Community of Practice	• Provides DHS with a strong network of other Deloitte states for knowledge sharing • Quick access to Policy and Technology Subject Matter Experts in other states
Agile Methodology Training	• Collaborative approach to training DHS team on Agile processes and methodologies
Greenhouse Labs	• Innovation sessions will be used to provide a distinct innovation and collaboration environment leveraging our HHS knowledge to collaborate on new ideas and approaches
Advisory Board	• Advisory support from Deloitte HHS leadership team available to support the ISS Project • Leverage knowledge from HHS leadership to identify opportunities to improve processes and stay up-to-date with the market trends • Commitment from former State Sector executives to advise DHS and project leadership team on industry best practices

Figure 7-109. Benefits of Value Added Services.

Federal Policy Analysis

Policy changes are a part of the HHS business environment. With changing political and social landscapes, there are constant modifications to Federal and State level mandates that require a thorough analysis, interpretation and recommended approach to fulfill policy level changes to incorporate into DHS HHS service delivery. As part of our services, we stay on top of Federal policy mandates and work with our state clients to provide a point of view on policy interpretation and implementation options. As we serve multiple other states in a similar program capacity as DHS, we bring together minds across the nation to share knowledge and collaborate in new ideas.

Deloitte Community of Practice (CoP)

Deloitte's network of HHS projects around the country bring a great amount of strength and knowledge sharing capabilities to DHS. Our established "communities" of technical and business knowledge meet regularly to discuss policy and technology changes that may affect more than one state(s). We have noticed through our experience implementing HHS Maintenance & Operations and Enhancements in several of our states that we are able to save considerable amount of time in deciphering policy changes and rely on a trusted network of Deloitte practitioners in other states. Some of our Community of Practices include:

1. **Federal Data Services Hub CoP –** This group contains participants from all Deloitte states that connect to the Federal Data Services Hub interfaces, and discuss recent developments and changes to FDSH interfaces that may affect more than one state. This group facilitates discussions on technology implementation of policy changes, interfaces wave testing, implementation level of effort, challenges and issues faced by other states. This forum serves as a learning opportunity for all participants and considerably reduces the implementation level of effort. A recent example of a CMS mandated change was the Account Transfer v2.4 upgrade that affected many of our state clients. This group was able to come together and effectively understand the mandatory system changes, technology implementation methodology, testing timelines, post-production implementation reviews and lessons learnt.
2. **Agile CoP –** The Agile Community of Practice (CoP) is a firm wide forum to provide Deloitte practitioners with a common interest in Agile methodologies, a platform to share knowledge, network, and develop eminence in the discipline. The community hosts regular webinars on the use of Agile tools and methodologies and encourage practitioners to share Agile implementation success stories from their projects.
3. **Public Sector CoP –** This industry focused community provides practitioners an opportunity to engage in industry knowledge management. Member communities relevant to DHS include:
   - Public Health & Welfare
   - Public Sector Digital Enterprise
   - Information Security
   - Shared Services

Agile Methodology Training

Deloitte's Consulting Methods & Tools (CMT) community offers learning and development opportunities for practitioners at all levels and clients (not all trainings are available for client use) to develop a strong understanding of the subject matter. Learning opportunities include:

1. **Getting Started: Agile Project Management with Agile Manager- Quick start guide** - Quick start guide to learn more about agile project management using Agile Manager.
2. **Agile Manager project team training** - Short instructional training presentations covering key topics such as an Overview and Navigation, Configuring Workspaces, Planning Releases, Planning Sprints, Managing Sprints, and Reporting.
3. **HP Adoption Readiness Tool (HP ART) for Agile Manager** - HP Adoption Readiness Tool (ART) provides end-user training for Agile Manager
4. **Agile quick reference guide** - Overview of agile terminology, roles, artifacts, and ceremonies used during agile delivery.
5. **Overview of the Scrum development process web-based training** - This outlines basic Agile concepts such as Scrum team roles, sprints, backlogs, stand-ups, and retrospectives.
6. **Agile/Hybrid Agile Management using Agile Manager Awareness Session** – Webinar to learn more about Agile Manager.

Greenhouse Labs

Deloitte's Greenhouse Innovation Labs offer tremendous possibilities to DHS to think differently about not just technology but about business process, staff and talent management, and a wide range of topics that may have been "on the list" for a while but lacking the "big idea" to make them happen.

There is real power in immersive experiences—one-to-two day interactive sessions tailored to address specific business challenges. We call these experiences "Labs" because they promote experimentation in a controlled environment, guided by ambitious objectives.

Our Labs draw upon principles from design thinking, behavioral economics, group dynamics, and innovation theory, with professional facilitation to help people make meaningful headway on tough issues. Labs can tackle a range of topics, from **innovation** to **leadership**, from **analytics** to **relationships**, and from **strategy** to **transformation**. Regardless of the topic, each Lab experience is customized to an executive or team's distinct needs.

We have delivered more than 3,500 Labs to date. We make it happen using a formula that generates momentum and drives results. Our model draws on extensive research and experience to design strategic conversations that accelerate breakthrough.

Deloitte offers you a wide range of Lab location options, including New York, Silicon Valley, Washington D.C., Chicago, at Deloitte University in Dallas, or we will bring the Lab to Little Rock. We have created these labs to help every organization be the best they can be. This is an excellent opportunity to unleash your own creativity, problem solving ability, and knowledge to solve issues in innovative ways.

Advisory Board

Our engagement advisory board is comprised of pioneers such as Wade Horn, Kristen Miller, and Mike Wyatt who are leaders in service delivery and policy in the country, this board's expertise is available to DHS at no additional cost. These leaders will engage with DHS leadership on a routine basis and share trends, technologies, and process improvements from different states. These leaders participate in firm wide quarterly HHS calls that is forum for state leadership peers to discuss issues faced on other projects and potential solutions, opportunity to share ideas and learn from other projects. DHS can expect the following benefits from this leadership group:

1. Obtain insights and ideas from executives with over 60 years of national integrated eligibility experience and policy knowledge
2. Serve as a sounding board for DHS to discuss issues and alternatives to process and technology solutions
3. Gain from experience and innovations from other states
4. Provide a national perspective to the DHS team
5. Enable access to key software vendors, their tools and best practices through our alliances
6. Facilitate speedy identification and resolution of project issues

11.1 Lessons Learned

DHS learns from the experiences of others. The Vendor should describe what it sees as the success factors and primary challenges in managing and operating similar solutions.

Instructions: Please describe any "lessons learned" from the Vendor's relevant experience and how those lessons learned will impact the Vendor's approach to this engagement.

We have learned a number of lessons through our years of experience in designing, building, implementing, maintaining, operating and modernizing HHS solutions similar to ISS applications. These lessons learned are critical in shaping our business processes and understanding of application and infrastructure architecture. In turn, this has helped us build and implement better solutions, while keeping abreast with the changes in business processes and technology. These valuable lessons learnt from our prior engagements have made our implementation delivery more robust and DHS will seek to take advantage of our experience accumulated over several years.

The following figure lists relevant lessons learned in various state implementation projects similar to ISS applications.

State	Lessons Learned in Incremental Modernization
West Virginia	**HHS program automation** • **Reaching out to other states for leading practices and solutions** – One of the key advantages of incremental moderation is reuse of what is already proven. RAPIDS adopted the Pennsylvania COMPASS solution for citizen self-service and the Wisconsin CARES Worker Web design for the RAPIDS legacy modernization. This greatly reduces Deloitte's staff requirements and our projected timeline by committing to the full-life cycle

State	Lessons Learned in Incremental Modernization
	reuse of transferable assets. • **Incrementally improving business processes with new technologies during system design** – The eRAPIDS Work Programs initiative shifted focus from simply migrating a subsystem from the mainframe system to the web, to paying attention to the relevant detailed business processes when redesigning the subsystem, in order to maximize the benefits of the newer technology. • Challenges of interconnect between web and mainframe technologies. Make sure it is scalable and supports both systems • Implement policy and system changes at the same time **State reorganization, communications and stakeholder buy-in** • Obtain IT involvement in Policy • Get and maintain executive buy-in, not just acceptance • Communicate to middle managers throughout the process • If multiple IT departments manage systems, determine who is accountable for the management up front **Data sharing, Security, Data ownership and Deployment** • Initially your cost of ownership may increase with modernization until it has been in place to see the benefits
Wisconsin	**HHS program automation** • During 3-6-month learning curve questions will be received while customers are applying for services • Through the web front end and question rationalization, the number of questions was able to be decreased by 25 percent **Communication and stakeholder buy-in** • **Improving system usability through use of stakeholder feedback and analysis.** A stakeholder analysis was central to Deloitte's technology adoption approach for ACCESS. Deloitte received feedback from 120 supervisors and eligibility workers from 60 local agencies, 50 service providers from 5 tribes, 16 Community Action Agencies, and 120 low income residents from 20 counties. By working together, Deloitte was able to build a system that is both feature-rich and easy to use. This success has led to similar approaches in Georgia, Michigan, New Mexico, and Colorado. **Data sharing, Security, Data ownership and Deployment** • **Reducing project risk through incremental renewal of systems**. Wisconsin's CARES Worker Web project focused attention on the benefits of using an incremental renewal approach where agencies can take advantage new technology while also leveraging existing investments. The success story in Wisconsin has encouraged many other states to explore a similar approach. These states include Illinois, Florida, New Mexico, New York, Georgia, New Hampshire, and Virginia.
Michigan	**HHS program automation** • Do not combine a new system with the new processes, it is too much change at once; use an incremental approach **State reorganization, communications and stakeholder buy-in** • Keep every stakeholder in the group **Data sharing, Security, Data ownership and Deployment** • Biggest challenges are Change Management and Training
Pennsylvania	**HHS program automation** • Federal program mandates can be targeted at individual programs therefore your solution must be flexible to support different program changes with no impact to common

State	Lessons Learned in Incremental Modernization
	infrastructure
Washington	**Health Insurance Exchange implementation** • Maintaining active control over standards and visuals is key • Establish solid project managers who are certified and skilled in the discipline **State reorganization, communications and stakeholder buy-in** • Identify expertise requirements or gaps early, and get new people looped into the process from the beginning • Manage expectations of system capabilities early (both in design and to end users) • Change does not happen overnight, education of stakeholders and the change management process can take time
Utah	**Data sharing, Security, Data ownership and Deployment** • New technology requires implementation timeline to operate on vendor schedule. Being on the bleeding edge is great, but following after someone else has significant time savings and risk avoidance advantages.
Tennessee	**HHS program automation** • Be prepared for the support of the old system and the new system as people learn the new processes and until the legacy system is fully transitioned.
New Hampshire	**HHS program automation** • **Using automated tools to optimize system testing** – Social services systems are extremely complex and there are finite resources to test the quality of system enhancements. Taking benchmarks and running regressions tests, parallel cycles, automated comparisons, and other similar techniques that maximize test case permutations while minimizing manual efforts have been a key to successfully deploying some of our simplest and most complex projects. **State reorganization, communications and stakeholder buy-in** • **Engaging stakeholders in prototypes and pilots to improve quality –** Engaging stakeholders early with even simplistic prototypes to solicit feedback has reduced rework and more importantly helped us build solutions that provide advantages we would never have identified during traditional design/construction. Front line staffs know their business. When they are engaged throughout the life of a project, the product is better and is more likely to be embraced when deployed. This contributes to a much stronger and more consistent return on investment.
Florida	**Data sharing, Security, Data ownership and Deployment** • Large systems implementations that replace existing business processes or systems must be implemented using a phased rollout approach.

Figure 7-110. Lessons Learned.

11.2 Issues, Challenges and Potential Risks

DHS is interested in any information that may help to identify issues, clarify the requirements, reduce risk of the procurement, and identify issues and challenges of managing and implementing the proposed Solution.

Instructions: Describe the primary concerns, risks, issues and recommendations for DHS as it proceeds with this SOW.

Balancing continuity of maintenance and operations by establishing a solid foundation for moving forward to improve and enhance the ISS Applications in production is at the forefront of our mind when defining our approaches to meeting your requirements. In developing our transition approach for the ISS Project, we compared the scope of activities for transitioning the DHS Applications with our previous experiences transitioning and maintaining HHS solutions for other states and agencies. Each of these transition efforts has afforded us the opportunity to refine our approaches through the incorporation of leading practices and lessons learned that mitigate disruptions to existing processes, technology and people. Other vendors may argue that change is hard, risky, costly and frustrating for your people and operations. Our approach is founded in making a change to grow the future of HHS service delivery for DHS. Together, we energize your people by transitioning, stabilizing, maintaining, and enhancing the ISS Applications, helping them achieve quick wins and work toward a more proactive environment that results in customer and client focused service delivery.

Our review of the transition activities requested, timeline for transition, and requirements outlined in T-6, we have identified a few risks/issues/challenges to the successful transition of the ISS Applications. The following figure details our assessment of each risks and how our transition approach avoids and mitigates these risks.

Risk/Issue/Challenge	Potential Impact	Deloitte Differentiators and Our Risk Mitigation Approach
Incomplete knowledge transition to new ISS Vendor	**Inability for incoming vendor to operate the ISS Applications and failure of critical processes (e.g., issuance fails following transition)**	Staffing with resources that have extensive experience in taking over applications, experience with an installation of the Northrop Grumman system, and deep programmatic experience with Medicaid eligibility and all programs of assistance greatly reduces the fear of this occurring. Conducting detailed reviews of existing documentation, thoroughly testing the application and extensive knowledge sharing greatly increases our ability to successfully transition. In addition, conducting mock readiness activities performed in parallel to Production operations allows us to compare our results to those achieved to by the incumbent vendor and better evaluate our readiness and introduce corrective actions if needed.

Risk/Issue/Challenge	Potential Impact	Deloitte Differentiators and Our Risk Mitigation Approach
Insufficient participation from incumbent vendor	**Delay in efficiency of the project team and an inability to complete the Stabilization Period timely to proceed with defect fixes and implementation of prioritized enhancements**	Conducting detailed reviews of existing documentation to establish a baseline understanding of solution functionality and project processes prior to conducting knowledge transfer sessions with DHS staff and the incumbent vendor. Staffing with resources that have extensive experience with HHS solutions, to reduce the dependency on the incumbent contractor's participation in transition. Combining formal knowledge transfer activities requiring incumbent contractor participation with informal/observation activities that require minimal involvement from incumbent contractor staff to learn on our own.
Significant solution deficiencies identified by additional testing	**Negative stakeholder perception of ISS Applications due to the inability to meet desired SLAs**	Extensive testing of existing solution functionality during the Transition Phase to identify issues not currently identified. Documentation of interim solutions for end users and technical support steps performed by the incumbent contractor to resolve current issues pending root cause analysis and resolution. Staffing with resources that have extensive experience with HHS solutions, accelerates our ability to deliver defect fixes during the Stabilization Period.

Figure 7-111. Issues, Challenges and Risks.

12.0 ISS Requirements Approach Assumptions

Instructions: Document all assumptions related to this Response Template in 0. Add rows as necessary. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Table 23. ISS Requirements Approach Assumptions

ITEM #	REFERENCE (SECTION, PAGE, PARAGRAPH)	DESCRIPTION	RATIONALE
1.	All	Our solution and response are based on the information provided in the RFP and from the Procurement Library.	We have leveraged all available documentation contained with the Final RFP to develop our proposal.
2.	T-7, Section 1.0 Approach to Transition ISS Applications	DHS will provide facilities for project knowledge transfer activities, regular meetings with the incumbent vendor, including Transition planning and execution.	Since these meetings include DHS, incumbent vendor and Deloitte, it would be easier to hold these meeting at a DHS facility.
3.	3.7, p.93, par.3	Our transition strategy and timeline is dependent on the incumbent vendor continuing to execute ongoing M&O activities for the ISS Applications during the Transition Phase, until the Operational Readiness Checklist has been approved by DHS.	Transition is a sensitive time in the project – taking over ongoing M&O activities too soon could result in degradation of system performance due to incomplete knowledge transfer. By having the incumbent vendor continue ongoing M&O activities for ISS Applications during the Transition Phase, our team can focus on knowledge transfer and being prepared for the eventual transition.
4.	3.7, p92, par1	The Detailed Work Plan and Project Management Plan will be reviewed and revised with DHS during the project initiation and planning phase. The resource loading and leveling of resources will be verified and completed at the time of the project initiation, and will be updated throughout the project life cycle	The Detailed Work Plan and Project Management Plan will be developed collaboratively with DHS at the start of the engagement so that there are no misunderstandings and surprises at the onset of the project.
5.	3.5.6.1, p77,par1	DHS and the incumbent vendor will provide sufficient number of Subject Matter Experts (SME) and Staff to support the Knowledge Transfer activities during the Transition Phase in every work stream as defined by the project work plan as specified in 1.0 Approach to Transitioning ISS Applications.	SME are necessary to conduct KT activities during transition so that we can assess the current ISS applications and determine areas for improvement.
6.	3.2.1, p29, par.1	DHS will coordinate interface partners, and other State agencies identified in the RFP to provide knowledgeable staff during the transition, M&O, Enhancements phases of the ISS Project according to the project schedule. The State will also monitor progress that these interface partners make towards identified tasks per the approved project plan.	Deloitte, DHS and other State agencies should be aware of priorities for each parties so that the project can be successful.

ITEM #	REFERENCE (SECTION, PAGE, PARAGRAPH)	DESCRIPTION	RATIONALE
7.	3.4.1.13, p61, p1	DHS will provide all necessary training facilities and equipment, including training rooms, hardware, network access, audio-visual equipment, and classroom supplies for formal on-site training for a facility and virtual training in accordance with the ISS Project timeline and milestones.	The availability of training facilities and equipment plays and important role to perform formal on-site training for a facility and virtual training activities. Our cost proposal do not include these.
8.	3.4.1.13, p61, p1	In order to facilitate training design and development, it is understood that DHS will designate appropriate personnel to assist in the review, testing, and approval of Training deliverables for ongoing M&O and Enhancement activities.	Deloitte will require designated appropriate personnel to the review, and approve the Training materials so that the project is successful.
9	3.4.2.2, p65, Table11	DHS will provide knowledgeable and sufficient Subject Matter Experts (SME) and Staff to attend the requirements validation/elaboration and detailed design sessions for enhancements.	In order to facilitate requirements validation/elaboration and detailed design sessions effectively it is important to have Subject Matter Experts (SME) attendance
10.	3.4.2.2, p65, Table11	DHS will provide the Use Acceptance Testing (UAT) plan for ongoing M&O (if appropriate) and Enhancement activities	Deloitte will provide support for the UAT testing and DHS will provide the resources, plans and test cases.
11.	3.5.1, p72, par.1	DHS appointed decision makers will make timely decisions for all escalated issues to avoid disruption on planned work items.	Scope and timelines are dependent on timely decisions for the items escalated during ISS Project activities
12.	3.6.2.4, p87, Bullet 1	DHS will provide knowledgeable and sufficient Subject Matter Experts (SME) and Staff to attend request prioritization setting sessions	It is necessary to have knowledgeable Subject Matter Experts at request prioritization setting sessions to provide insight into the priority and severity of documented requests.
13.	3.5.2.1 Service Levels	DHS will provide the tools to monitor and report the Service Level Agreements provided in Template T6	Considering the number of systems and SLAs, it is necessary to have the tools which provide the required data to monitor and report the vendor performance transparently
14	3.4.5 IT Operations Services (Optional)	The scope of services in this section include the services for 15 Core and 185 non-core systems listed in RFP	We have made this assumption to determine price and staff for the services required for in this section

Template T-8

Work Plan

Response Template

RFP #: SP-17-0006

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1.0 ISS Application Transition Work Plan

The Vendor should submit a Work Plan to transition the maintenance and operations and enhancement development services from the incumbent vendor to the Vendor. This Work Plan will demonstrate that the Vendor has a thorough understanding of all activities required to seamlessly migrate the ISS Applications from the incumbent vendor to the Platform Vendor. DHS requires that the Vendor provide a schedule with the shortest duration while providing enough time to perform the knowledge transfer and other activities required to transition the services smoothly and without interruption to business operations.

The Work Plan should show all key elements including details with responsibilities, timelines, durations, milestone dates, deliverables, and Vendor personnel hours by deliverables during the Transition phase, State personnel hours, and all critical dependencies for the milestones and deliverables. The Work Plan may be an attachment to the Vendor's Technical Proposal and tabbed as such in the submission as well as an electronic soft copy (Microsoft Project ® or equivalent and Adobe ® PDF) version in the Vendor's electronic submission of the Technical Proposal.

All content should be formatted for effective viewing in hard and soft copy.

Instructions: Provide a Work Plan including at least:

- High level Transition schedule (Microsoft Project® preferred and Adobe ® PDF) including all deliverables and milestones, and timeline for phased approach
- A listing of what staff is assigned responsibility for each deliverable within the WBS to the level at which control will be exercised (i.e., DHS, incumbent vendor and Vendor staff)
- Major milestones and target date(s) for each Transition milestone
- Definition of the review processes for each milestone and deliverable and a description of how the parties will conduct communication and status review

Include or attach associated artifacts such as Gantt charts and flowcharts as appropriate.

At the end of this template, Deloitte has attached an Adobe PDF view of the Transition schedule (we are also providing the Microsoft Project file as part of our soft copy submission). Each deliverable is listed in a custom column. The high level activities for the project are the highest level of the work breakdown structure. Under each of those tasks are the detailed activities for the project. The Microsoft Project File includes major milestones and deliverables for the entire project. Staff assignments listed in *Template T-7_ISS Requirements Approach* are listed as resources in the project file by lead name.

DHS and incumbent vendor resources are listed in the project file in the resource field. Since Deloitte anticipates much collaboration during the Transition phase many tasks will show multiple entities as resources for a task. For example

Section Highlights

- A proven methodology that has been used across multiple projects.
- A review process that provides for DHS review and approval of project Deliverables and Milestones
- A Work Plan that ties the other sections into a comprehensive plan for the project.

Deloitte, DHS and the incumbent vendor are anticipated to participate in the project kickoff. The DHS Team includes DIS and other stakeholders and other vendors.

The schedule is progressively elaborated by adding more detail as the project continues throughout the engagement and includes a team resource allocation concept. Team leads are included as resources in the schedule and depending on the size of the team the allocation available for each lead reflects the size of their team. For example, a team of four people with one lead shows an allocation maximum of %500.

Review Processes for Milestones and Deliverables

Deloitte proposes a standard review process for Milestones and Deliverables that required DHS formal approval. Deloitte's response to the ISS Requirements Approach discusses the Documentation Management Approach that is used for other project documentation. The process below addresses project milestones and deliverables that require formal approval. The process allows for an initial review of the deliverable by DHS of 10 business days, with 5 business days for Deloitte to correct any deficiencies, and 5 days after that for DHS approval. The graphic below depicts the proposed process for Milestones and Deliverables.

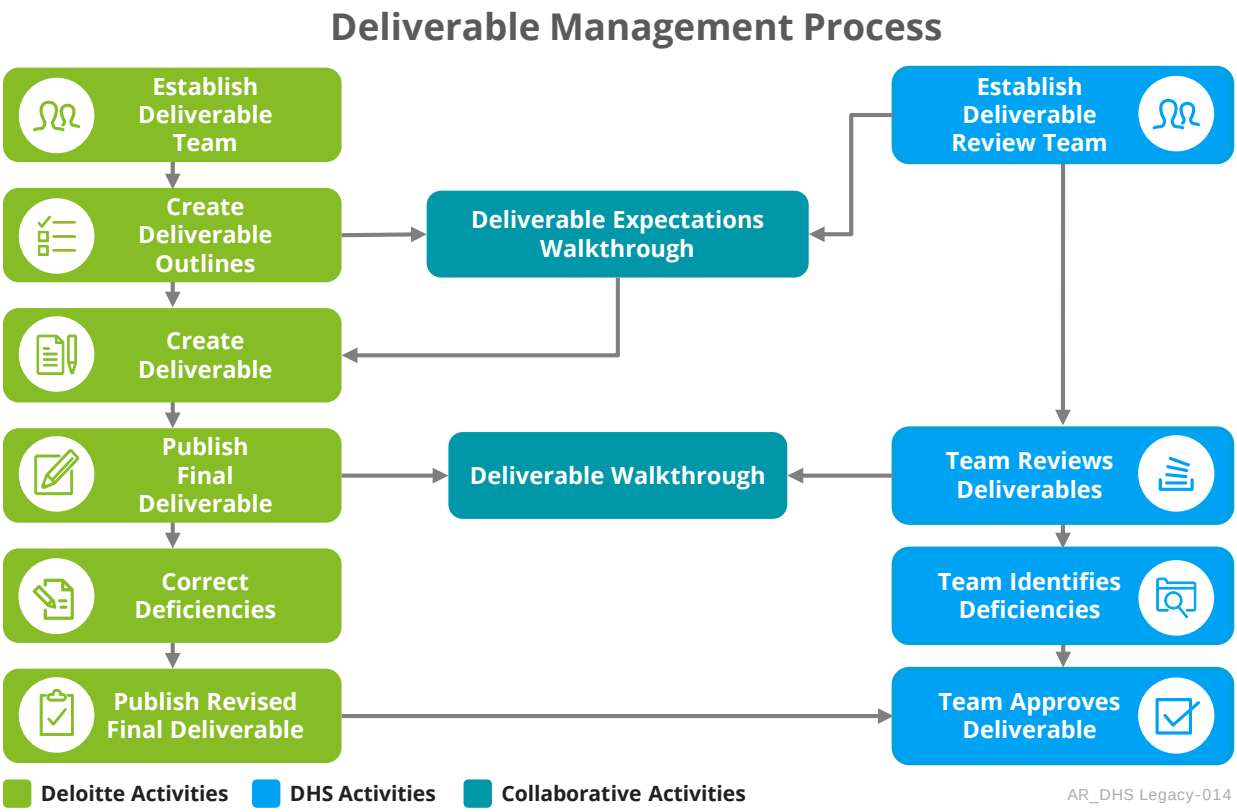

Figure 8-1. Deliverable Management Process.

Establishing formal deliverable development and review teams early in the process allows for collaboration and clear lines of communication throughout a review process.

2.0 Assumptions

Instructions: Document all assumptions related to this Response Template in the following Table. Add rows as necessary. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Table 1. Assumptions

ITEM #	REFERENCE (SECTION, PAGE, PARAGRAPH)	DESCRIPTION	RATIONALE
1.	Work Plan	Deloitte assumes that DHS is available during normal working hours during the transition phase.	Current rationale is Monday through Friday, except State holidays, from 8am to 5pm CDT (or CST as applicable)
2.	Work Plan	Deloitte assumes that the incumbent vendor is available during normal working hours during the transition phase.	Current rationale is Monday through Friday, except State holidays, from 8am to 5pm CDT (or CST as applicable)
3.	Work Plan	Turnover is assumed to be at the end of the contract including optional years (at the end of Year 7).	The worplan is created for all seven years. Based on the contract execution, turnover phase will be adjusted.
4.	Work Plan	The Work Plan does not include optional IT Operational Support.	If this option is exercised by the Department., IT Operations Support activities will be added to the Work Plan accordingly.

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ID	Del	WBS	Task Name	Duration	Start	Finish	Resource Names	Predeces
1		**1**	**Project Start**	**1 day**	**Sat 7/1/17**	**Sat 7/1/17**		
2		**2**	**Transition**	**91 days**	**Mon 7/3/17**	**Wed 11/8/17**		
3		2.1	Plan and Define Project Phase	91 days	Mon 7/3/17	Wed 11/8/17		
4		2.1.1	Transition Planning Sub-Phase	91 days	Mon 7/3/17	Wed 11/8/17		
5		**2.1.1.1**	**ISS Applications M&O Transition Planning**	**11 days**	**Mon 7/3/17**	**Tue 7/18/17**		
6		2.1.1.1.1	Prepare Initial project Kickoff meeting	10 days	Mon 7/3/17	Mon 7/17/17	Maintenance and Operations (M	1
7		2.1.1.1.2	Kickoff Transition Meeting	1 day	Tue 7/18/17	Tue 7/18/17	Project Management,Maintenar	6,28
8		**2.1.1.2**	**Hardware/Software**	**20 days**	**Mon 7/3/17**	**Mon 7/31/17**		
9		2.1.1.2.1	Determine the software licenses that need to be transitioned	20 days	Mon 7/3/17	Mon 7/31/17	Maintenance and Operations (M	1
10		2.1.1.2.2	Determine the hardware licenses that need to be transitioned	20 days	Mon 7/3/17	Mon 7/31/17	Maintenance and Operations (M	1
11		**2.1.1.3**	**Pre-Transition plan**	**5 days**	**Mon 7/3/17**	**Mon 7/10/17**		
12		2.1.1.3.1	Create Transition Staffing plan	5 days	Mon 7/3/17	Mon 7/10/17	Engagement Director,Engageme	1
13		**2.1.1.4**	**Facilities plan**	**5 days**	**Mon 7/3/17**	**Mon 7/10/17**		
14		2.1.1.4.1	Contractor visit preliminary sites	5 days	Mon 7/3/17	Mon 7/10/17	Engagement Director,Engageme	1
15		**2.1.1.5**	**Capture and Verify Baseline "As-Is" Assessment**	**20 days**	**Mon 7/3/17**	**Mon 7/31/17**		
16		2.1.1.5.1	Capture Project mission, guiding principles and stakeholder priorities "as-is"	20 days	Mon 7/3/17	Mon 7/31/17	Engagement Manager,Engagem	1
17		2.1.1.5.2	Capture Schedule Management "as-is"	20 days	Mon 7/3/17	Mon 7/31/17	Engagement Manager,Engagem	1
18		2.1.1.5.3	Capture Quality Management "as-is"	20 days	Mon 7/3/17	Mon 7/31/17	Engagement Manager,Engagem	1
19		2.1.1.5.4	Capture Issue Management "as-is"	20 days	Mon 7/3/17	Mon 7/31/17	Engagement Manager,Engagem	1
20		2.1.1.5.5	Capture Change Management "as-is"	20 days	Mon 7/3/17	Mon 7/31/17	Engagement Manager,Engagem	1
21		2.1.1.5.6	Capture and verify baseline "as-is" assessment for Project Management	20 days	Mon 7/3/17	Mon 7/31/17	Engagement Manager,Engagem	1
22		**2.1.1.6**	**Determine Approaches**	**5 days**	**Tue 7/11/17**	**Mon 7/17/17**		
23		2.1.1.6.1	Determine Approach for Knowledge Transfer	5 days	Tue 7/11/17	Mon 7/17/17	Project Management,Engageme	33
24		2.1.1.6.2	Determine Approach for Training	5 days	Tue 7/11/17	Mon 7/17/17	Project Management,Engageme	33
25		2.1.1.6.3	Determine Approach for Job Shadowing with Incumbent Vendor	5 days	Tue 7/11/17	Mon 7/17/17	Project Management,Engageme	33
26		2.1.1.6.4	Define Transition Phase milestones and exit criteria	5 days	Tue 7/11/17	Mon 7/17/17	Project Management,Engageme	33
27		**2.1.1.7**	**Facilities plan**	**15 days**	**Tue 7/11/17**	**Mon 7/31/17**		
28		2.1.1.7.1	DHS Approval of Facility Site	5 days	Tue 7/11/17	Mon 7/17/17	DHS	14
29		2.1.1.7.2	Create Facilities plan based on Captured and Verified "As-Is" Assessments	5 days	Tue 7/18/17	Mon 7/24/17	Engagement Manager,Project Fi	28
30		2.1.1.7.3	Submit Facilities plan for Review	1 day	Mon 7/24/17	Mon 7/24/17	Engagement Manager	29FS-1 d
31		2.1.1.7.4	Review and Approve Facilities plan	5 days	Tue 7/25/17	Mon 7/31/17	DHS	30
32		**2.1.1.8**	**Transition Activities Checklist**	**5 days**	**Mon 7/3/17**	**Mon 7/10/17**		
33		2.1.1.8.1	Identify the Sequencing and Dependencies for Transition Phase Activities	5 days	Mon 7/3/17	Mon 7/10/17	Engagement Director,Engageme	1
34		**2.1.1.9**	**Collaboration**	**20 days**	**Mon 7/3/17**	**Mon 7/31/17**		
35		2.1.1.9.1	Create Collaboration plan	5 days	Mon 7/3/17	Mon 7/10/17	DHS,Incumbent Vendor,Project	1
36		2.1.1.9.2	Review Collaboration plan	10 days	Tue 7/11/17	Mon 7/24/17	DHS,Incumbent Vendor,Project	35
37		2.1.1.9.3	Correct and Return Collaboration plan	5 days	Tue 7/25/17	Mon 7/31/17	DHS,Incumbent Vendor,Project	36
38		2.1.1.9.4	Approve Collaboration plan	1 day	Mon 7/31/17	Mon 7/31/17	DHS	37FS-1 d
39		**2.1.1.10**	**Knowledge Transfer and Management**	**20 days**	**Mon 7/3/17**	**Mon 7/31/17**		
40		2.1.1.10.1	Define Knowledge Transfer Strategy	10 days	Mon 7/3/17	Mon 7/17/17	Engagement Director,Engageme	1
41		2.1.1.10.2	Finalize Knowledge Transfer Calendar	10 days	Tue 7/18/17	Mon 7/31/17	DHS,Project Management	40
42		**2.1.1.11**	**Parallel Testing**	**20 days**	**Mon 7/3/17**	**Mon 7/31/17**		
43		2.1.1.11.1	Perform comparison testing in non-Production environments to confirm solution stability and hosting configurations	20 days	Mon 7/3/17	Mon 7/31/17	Business Intelligence Team,DHS,Incumbent	1
44		2.1.1.11.2	Establish Interface Coordination Group	1 day	Mon 7/3/17	Mon 7/3/17	Business Intelligence Team,DHS,	1
45		2.1.1.11.3	Create Parallel Testing plan	5 days	Mon 7/3/17	Mon 7/10/17	Business Intelligence Team,DHS,	1
46		2.1.1.11.4	Review Parallel Testing plan	10 days	Tue 7/11/17	Mon 7/24/17	DHS,Business Intelligence Team,	45
47		2.1.1.11.5	Correct and Return Parallel Testing plan	5 days	Tue 7/25/17	Mon 7/31/17	Business Intelligence Team,DHS,	46
48		2.1.1.11.6	Approve Parallel Testing plan	1 day	Mon 7/31/17	Mon 7/31/17	DHS	47FS-1 d
49		**2.1.1.12**	**Transition Phase Readiness**	**20 days**	**Mon 7/3/17**	**Mon 7/31/17**		
50		2.1.1.12.1	Prepare takeover communications for stakeholders	20 days	Mon 7/3/17	Mon 7/31/17		1
51		2.1.1.12.2	Create Transition Phase Readiness Assessment	5 days	Mon 7/3/17	Mon 7/10/17	Engagement Director,Engageme	1
52		2.1.1.12.3	Review Transition Phase Readiness Assessment	10 days	Tue 7/11/17	Mon 7/24/17	DHS	51
53		2.1.1.12.4	Correct and Return Transition Phase Readiness Assessment	5 days	Tue 7/25/17	Mon 7/31/17	Engagement Director,Engageme	52
54		2.1.1.12.5	Approve Transition Phase Readiness Assessment	1 day	Mon 7/31/17	Mon 7/31/17	DHS	53FS-1 d
55		2.1.1.12.6	Outreach Materials	5 days	Tue 7/25/17	Mon 7/31/17	Project Management	52
56		2.1.1.12.7	Orientation Training Materials	5 days	Tue 7/25/17	Mon 7/31/17	Project Management	52
57		2.1.1.12.8	Operational Procedures Manual	5 days	Tue 7/25/17	Mon 7/31/17	Project Management	52
58		**2.1.1.13**	**Help Desk**	**21 days**	**Mon 7/3/17**	**Tue 8/1/17**		

Project: ARM&OPlan
Date: February 2, 2017

Task | Split | Milestone | Summary | Project Summary | Inactive Task | Inactive Milestone | Inactive Summary | Manual Task | Duration-only | Manual Summary Rollup | Manual Summary | Start-only | Finish-only | External Tasks | External Milestone | Deadline | Progress | Manual Progress

ID	Del	WBS	Task Name	Duration	Start	Finish	Resource Names	Predeces
59		2.1.1.13.1	Transfer issue backlog from incumbent vendor's TRACKER to PMC if selected	10 days	Mon 7/3/17	Mon 7/17/17		1
60		2.1.1.13.2	Perform joint root cause analysis of backlog issues with incumbent vendor	10 days	Mon 7/3/17	Mon 7/17/17		1
61		2.1.1.13.3	Create Help Desk Support plan	5 days	Mon 7/3/17	Mon 7/10/17	Project Management	1
62		2.1.1.13.4	Review Help Desk Support plan	10 days	Tue 7/11/17	Mon 7/24/17	DHS	61
63		2.1.1.13.5	Correct and Return Help Desk Support plan	5 days	Tue 7/25/17	Mon 7/31/17	Project Management	62
64		2.1.1.13.6	Approve Help Desk Support plan	1 day	Mon 7/31/17	Mon 7/31/17	DHS	63FS-1 d
65		2.1.1.13.7	Formal Readiness Walkthrough	1 day	Tue 8/1/17	Tue 8/1/17	Project Management	64
66	**ISS-1**	**2.1.1.14**	**ISS Applications M&O Transition Plan**	**20 days**	**Mon 7/3/17**	**Mon 7/31/17**		
67	ISS-1	2.1.1.14.1	Create DED	5 days	Mon 7/3/17	Mon 7/10/17	Engagement Director,Engageme	1
68	ISS-1	2.1.1.14.2	Review DED	10 days	Tue 7/11/17	Mon 7/24/17	DHS	67
69	ISS-1	2.1.1.14.3	(Walkthrough DED)	1 day	Tue 7/11/17	Tue 7/11/17	Engagement Director,Engageme	67
70	ISS-1	2.1.1.14.4	Correct and Return DED	5 days	Tue 7/25/17	Mon 7/31/17	Engagement Director,Engageme	68
71	ISS-1	2.1.1.14.5	Approve DED	1 day	Mon 7/31/17	Mon 7/31/17	DHS	70FS-1 d
72	**ISS-5**	**2.1.1.15**	**Completed Applications M&O Readiness Checklist**	**35 days**	**Mon 7/10/17**	**Fri 8/25/17**		
73	ISS-5	2.1.1.15.1	Include Checklist with ISS Applications M&O Transition Plan for Review	15 days	Mon 7/10/17	Fri 7/28/17	Maintenance and Operations (M	175FS-2
74	ISS-5	2.1.1.15.2	Review Readiness Checklist	10 days	Mon 7/31/17	Fri 8/11/17	Maintenance and Operations (M	73
75	ISS-5	2.1.1.15.3	Current and Return Checklist	10 days	Mon 8/14/17	Fri 8/25/17	Maintenance and Operations (M	74
76	ISS-5	2.1.1.15.4	Approve Readiness Checklist	1 day	Fri 8/25/17	Fri 8/25/17	Maintenance and Operations (M	75FS-1 d
77	**ISS-2**	**2.1.1.16**	**Submit Weekly Transition Status Report**	**90 days**	**Wed 7/5/17**	**Wed 11/8/17**		
78	ISS-2	2.1.1.16.1	Submit Weekly Transition Status Report 1	1 day	Wed 7/5/17	Wed 7/5/17	Engagement Manager	
79	ISS-2	2.1.1.16.2	Review Report	10 days	Thu 7/6/17	Wed 7/19/17	DHS	78
80	ISS-2	2.1.1.16.3	Submit Weekly Transition Status Report 2	1 day	Wed 7/12/17	Wed 7/12/17	Engagement Manager	
81	ISS-2	2.1.1.16.4	Review Report	10 days	Thu 7/13/17	Wed 7/26/17	DHS	80
82	ISS-2	2.1.1.16.5	Submit Weekly Transition Status Report 3	1 day	Wed 7/19/17	Wed 7/19/17	Engagement Manager	
83	ISS-2	2.1.1.16.6	Review Report	10 days	Thu 7/20/17	Wed 8/2/17	DHS	82
84	ISS-2	2.1.1.16.7	Submit Weekly Transition Status Report 4	1 day	Wed 7/26/17	Wed 7/26/17	Engagement Manager	
85	ISS-2	2.1.1.16.8	Review Report	10 days	Thu 7/27/17	Wed 8/9/17	DHS	84
86	ISS-2	2.1.1.16.9	Submit Weekly Transition Status Report 5	1 day	Wed 8/2/17	Wed 8/2/17	Engagement Manager	
87	ISS-2	2.1.1.16.10	Review Report	10 days	Thu 8/3/17	Wed 8/16/17	DHS	86
88	ISS-2	2.1.1.16.11	Submit Weekly Transition Status Report 6	1 day	Wed 8/9/17	Wed 8/9/17	Engagement Manager	
89	ISS-2	2.1.1.16.12	Review Report	10 days	Thu 8/10/17	Wed 8/23/17	DHS	88
90	ISS-2	2.1.1.16.13	Submit Weekly Transition Status Report 7	1 day	Wed 8/16/17	Wed 8/16/17	Engagement Manager	
91	ISS-2	2.1.1.16.14	Review Report	10 days	Thu 8/17/17	Wed 8/30/17	DHS	90
92	ISS-2	2.1.1.16.15	Submit Weekly Transition Status Report 8	1 day	Wed 8/23/17	Wed 8/23/17	Engagement Manager	
93	ISS-2	2.1.1.16.16	Review Report	10 days	Thu 8/24/17	Thu 9/7/17	DHS	92
94	ISS-2	2.1.1.16.17	Submit Weekly Transition Status Report 9	1 day	Wed 8/30/17	Wed 8/30/17	Engagement Manager	
95	ISS-2	2.1.1.16.18	Review Report	10 days	Thu 8/31/17	Thu 9/14/17	DHS	94
96	ISS-2	2.1.1.16.19	Submit Weekly Transition Status Report 10	1 day	Wed 9/6/17	Wed 9/6/17	Engagement Manager	
97	ISS-2	2.1.1.16.20	Review Report	10 days	Thu 9/7/17	Wed 9/20/17	DHS	96
98	ISS-2	2.1.1.16.21	Submit Weekly Transition Status Report 11	1 day	Wed 9/13/17	Wed 9/13/17	Engagement Manager	
99	ISS-2	2.1.1.16.22	Review Report	10 days	Thu 9/14/17	Wed 9/27/17	DHS	98
100	ISS-2	2.1.1.16.23	Submit Weekly Transition Status Report 12	1 day	Wed 9/20/17	Wed 9/20/17	Engagement Manager	
101	ISS-2	2.1.1.16.24	Review Report	10 days	Thu 9/21/17	Wed 10/4/17	DHS	100
102	ISS-2	2.1.1.16.25	Submit Weekly Transition Status Report 13	1 day	Wed 9/27/17	Wed 9/27/17	Engagement Manager	
103	ISS-2	2.1.1.16.26	Review Report	10 days	Thu 9/28/17	Wed 10/11/17	DHS	102
104	ISS-2	2.1.1.16.27	Submit Weekly Transition Status Report 14	1 day	Wed 10/4/17	Wed 10/4/17	Engagement Manager	
105	ISS-2	2.1.1.16.28	Review Report	10 days	Thu 10/5/17	Wed 10/18/17	DHS	104
106	ISS-2	2.1.1.16.29	Submit Weekly Transition Status Report 15	1 day	Wed 10/11/17	Wed 10/11/17	Engagement Manager	
107	ISS-2	2.1.1.16.30	Review Report	10 days	Thu 10/12/17	Wed 10/25/17	DHS	106
108	ISS-2	2.1.1.16.31	Submit Weekly Transition Status Report 16	1 day	Wed 10/18/17	Wed 10/18/17	Engagement Manager	
109	ISS-2	2.1.1.16.32	Review Report	10 days	Thu 10/19/17	Wed 11/1/17	DHS	108
110	ISS-2	2.1.1.16.33	Submit Weekly Transition Status Report 17	1 day	Wed 10/25/17	Wed 10/25/17	Engagement Manager	
111	ISS-2	2.1.1.16.34	Review Report	10 days	Thu 10/26/17	Wed 11/8/17	DHS	110
112		**2.1.1.17**	**Participate in Weekly Project Management Meeting**	**80 days**	**Wed 7/5/17**	**Wed 10/25/17**		
113		2.1.1.17.1	Participate in Weekly Project Management Meeting 1	1 day	Wed 7/5/17	Wed 7/5/17	As Needed Services,Business Int	
114		2.1.1.17.2	Participate in Weekly Project Management Meeting 2	1 day	Wed 7/12/17	Wed 7/12/17	As Needed Services,Business Int	
115		2.1.1.17.3	Participate in Weekly Project Management Meeting 3	1 day	Wed 7/19/17	Wed 7/19/17	As Needed Services,Business Int	
116		2.1.1.17.4	Participate in Weekly Project Management Meeting 4	1 day	Wed 7/26/17	Wed 7/26/17	As Needed Services,Business Int	
117		2.1.1.17.5	Participate in Weekly Project Management Meeting 5	1 day	Wed 8/2/17	Wed 8/2/17	As Needed Services,Business Int	

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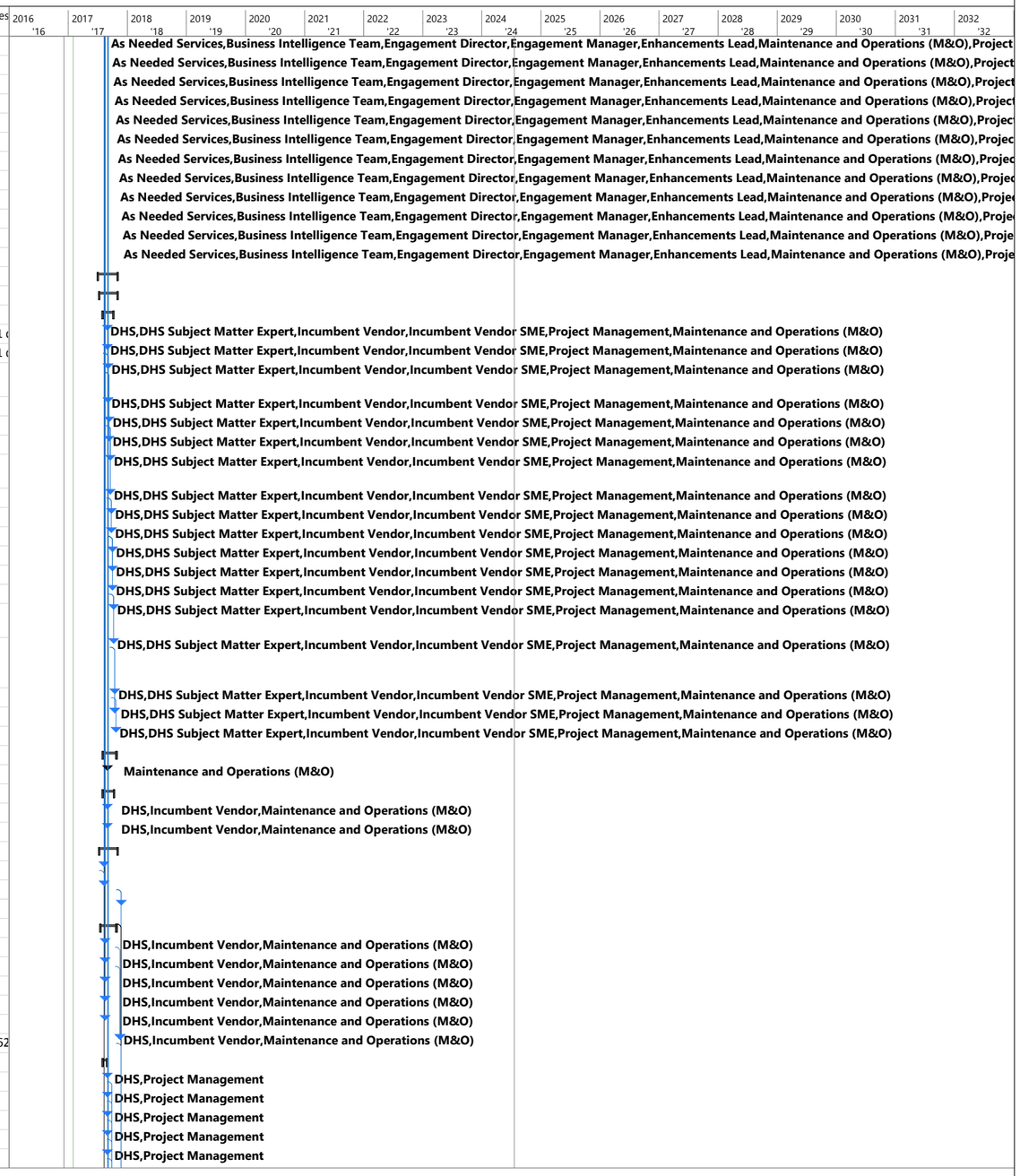
Task | Summary | Inactive Milestone | Duration-only | Start-only | External Milestone | Manual Progress
Split | Project Summary | Inactive Summary | Manual Summary Rollup | Finish-only | Deadline
Milestone | Inactive Task | Manual Task | Manual Summary | External Tasks | Progress

ID	Del	WBS	Task Name	Duration	Start	Finish	Resource Names	Predeces
118		2.1.1.17.6	Participate in Weekly Project Management Meeting 6	1 day	Wed 8/9/17	Wed 8/9/17	As Needed Services,Business Int	
119		2.1.1.17.7	Participate in Weekly Project Management Meeting 7	1 day	Wed 8/16/17	Wed 8/16/17	As Needed Services,Business Int	
120		2.1.1.17.8	Participate in Weekly Project Management Meeting 8	1 day	Wed 8/23/17	Wed 8/23/17	As Needed Services,Business Int	
121		2.1.1.17.9	Participate in Weekly Project Management Meeting 9	1 day	Wed 8/30/17	Wed 8/30/17	As Needed Services,Business Int	
122		2.1.1.17.10	Participate in Weekly Project Management Meeting 10	1 day	Wed 9/6/17	Wed 9/6/17	As Needed Services,Business Int	
123		2.1.1.17.11	Participate in Weekly Project Management Meeting 11	1 day	Wed 9/13/17	Wed 9/13/17	As Needed Services,Business Int	
124		2.1.1.17.12	Participate in Weekly Project Management Meeting 12	1 day	Wed 9/20/17	Wed 9/20/17	As Needed Services,Business Int	
125		2.1.1.17.13	Participate in Weekly Project Management Meeting 13	1 day	Wed 9/27/17	Wed 9/27/17	As Needed Services,Business Int	
126		2.1.1.17.14	Participate in Weekly Project Management Meeting 14	1 day	Wed 10/4/17	Wed 10/4/17	As Needed Services,Business Int	
127		2.1.1.17.15	Participate in Weekly Project Management Meeting 15	1 day	Wed 10/11/17	Wed 10/11/17	As Needed Services,Business Int	
128		2.1.1.17.16	Participate in Weekly Project Management Meeting 16	1 day	Wed 10/18/17	Wed 10/18/17	As Needed Services,Business Int	
129		2.1.1.17.17	Participate in Weekly Project Management Meeting 17	1 day	Wed 10/25/17	Wed 10/25/17	As Needed Services,Business Int	
130		**2.2**	**Transition Project Phase**	**86 days**	**Mon 7/3/17**	**Wed 11/1/17**		
131		**2.2.1**	**Transition Services Sub-Phase**	**81 days**	**Tue 7/11/17**	**Wed 11/1/17**		
132		2.2.1.1	Conduct Knowledge Transfer Sessions	49 days	Mon 7/31/17	Fri 10/6/17	DHS,DHS Subject Matter Expert,	
133		2.2.1.1.1	Knowledge Transfer Session: Understand existing DHS IT Operations Processes	5 days	Mon 7/31/17	Fri 8/4/17	DHS,DHS Subject Matter Expert,	41FS-1 d
134		2.2.1.1.2	Knowledge Transfer Session: Arkansas Client Eligibility System (ACES)	5 days	Mon 7/31/17	Fri 8/4/17	DHS,DHS Subject Matter Expert,	41FS-1 d
135		2.2.1.1.3	Knowledge Transfer Session: Special Nutrition Assistance Program (FACTS System)	5 days	Mon 8/7/17	Fri 8/11/17	DHS,DHS Subject Matter Expert,Incumbent	134
136		2.2.1.1.4	Knowledge Transfer Session: Electronic Benefits Transfer (EBT)	5 days	Mon 8/7/17	Fri 8/11/17	DHS,DHS Subject Matter Expert,	134
137		2.2.1.1.5	Knowledge Transfer Session: Work Incentive Service Eligibility (WISE) System	5 days	Mon 8/14/17	Fri 8/18/17	DHS,DHS Subject Matter Expert,	135
138		2.2.1.1.6	Knowledge Transfer Session: Development Disability Services (DDS)	5 days	Mon 8/14/17	Fri 8/18/17	DHS,DHS Subject Matter Expert,	135
139		2.2.1.1.7	Knowledge Transfer Session: Arkansas Networked System for Welfare, Eligibility, and Reporting (ANSWER)	5 days	Mon 8/21/17	Fri 8/25/17	DHS,DHS Subject Matter Expert,Incumbent	137
140		2.2.1.1.8	Knowledge Transfer Session: Access Arkansas	5 days	Mon 8/21/17	Fri 8/25/17	DHS,DHS Subject Matter Expert,	137
141		2.2.1.1.9	Knowledge Transfer Session: ARFinds	5 days	Mon 8/28/17	Fri 9/1/17	DHS,DHS Subject Matter Expert,	140
142		2.2.1.1.10	Knowledge Transfer Session: Worker Generated Notices (WGN)	5 days	Mon 8/28/17	Fri 9/1/17	DHS,DHS Subject Matter Expert,	140
143		2.2.1.1.11	Knowledge Transfer Session: OASIS	4 days	Tue 9/5/17	Fri 9/8/17	DHS,DHS Subject Matter Expert,	142
144		2.2.1.1.12	Knowledge Transfer Session: AASIS	4 days	Tue 9/5/17	Fri 9/8/17	DHS,DHS Subject Matter Expert,	142
145		2.2.1.1.13	Knowledge Transfer Session: Child Care Suite (CCS)	4 days	Tue 9/5/17	Fri 9/8/17	DHS,DHS Subject Matter Expert,	142
146		2.2.1.1.14	Knowledge Transfer Session: Children's Reporting and Information System (CHRIS)	5 days	Mon 9/11/17	Fri 9/15/17	DHS,DHS Subject Matter Expert,Incumbent	145
147		2.2.1.1.15	Knowledge Transfer Session: Cost Allocation Applications -AASIS Coding Validation Tables (CVT) -Pre Cost Allocation Transaction Review (PCATR) -Cost Allocation Reporting - Time Studies	5 days	Mon 9/11/17	Fri 9/15/17	DHS,DHS Subject Matter Expert,Incumbent Vendor,Incumbent Vendor	145
148		2.2.1.1.16	Knowledge Transfer Session: Enterprise Data Warehouse	5 days	Mon 9/18/17	Fri 9/22/17	DHS,DHS Subject Matter Expert,	147
149		2.2.1.1.17	Knowledge Transfer Session: Non-Core ISS Applications	15 days	Mon 9/18/17	Fri 10/6/17	DHS,DHS Subject Matter Expert,	147
150		2.2.1.1.18	Knowledge Transfer Session: Help Desk Services	5 days	Mon 9/25/17	Fri 9/29/17	DHS,DHS Subject Matter Expert,	148
151		**2.2.1.2**	**Help Desk**	**60 days**	**Wed 8/2/17**	**Wed 10/25/17**		
152		2.2.1.2.1	Continue Help Desk deep dive	60 days	Wed 8/2/17	Wed 10/25/17	Maintenance and Operations (M	58
153		**2.2.1.3**	**Hardware/Software**	**50 days**	**Tue 8/1/17**	**Tue 10/10/17**		
154		2.2.1.3.1	Transition software licenses	50 days	Tue 8/1/17	Tue 10/10/17	DHS,Incumbent Vendor,Mainter	9
155		2.2.1.3.2	Transition hardware licenses	50 days	Tue 8/1/17	Tue 10/10/17	DHS,Incumbent Vendor,Mainter	10
156		2.2.1.4	Facility Build Out	81 days	Tue 7/11/17	Wed 11/1/17		
157	ISS.3.3	2.2.1.4.1	Start Build Out	1 day	Tue 7/11/17	Tue 7/11/17		14
158	ISS.3.3	2.2.1.4.2	Build Out Facility	75 days	Wed 7/12/17	Wed 10/25/17		157
159	ISS.3.3	2.2.1.4.3	Approve Build Out	5 days	Thu 10/26/17	Wed 11/1/17		158
160		**2.2.1.5**	**Job Shadowing**	**70 days**	**Tue 7/18/17**	**Tue 10/24/17**		
161		2.2.1.5.1	Support Staff	65 days	Tue 7/18/17	Tue 10/17/17	DHS,Incumbent Vendor,Mainter	24
162		2.2.1.5.2	Batch Operators	65 days	Tue 7/18/17	Tue 10/17/17	DHS,Incumbent Vendor,Mainter	24
163		2.2.1.5.3	Execute comprehensive testing activities	65 days	Tue 7/18/17	Tue 10/17/17	DHS,Incumbent Vendor,Mainter	24
164		2.2.1.5.4	Perform self-assessment	65 days	Tue 7/18/17	Tue 10/17/17	DHS,Incumbent Vendor,Mainter	24
165		2.2.1.5.5	Perform parallel testing	65 days	Tue 7/18/17	Tue 10/17/17	DHS,Incumbent Vendor,Mainter	24
166		2.2.1.5.6	Conduct Mock Readiness Activities	5 days	Wed 10/18/17	Tue 10/24/17	DHS,Incumbent Vendor,Mainter	161,162
167		**2.2.1.6**	**Verify "As-Is" Assessment**	**20 days**	**Tue 8/1/17**	**Mon 8/28/17**		
168		2.2.1.6.1	Verify Project mission, guiding principles and stakeholder priorities "as-is"	20 days	Tue 8/1/17	Mon 8/28/17	DHS,Project Management	16
169		2.2.1.6.2	Verify Schedule Management "as-is"	20 days	Tue 8/1/17	Mon 8/28/17	DHS,Project Management	17
170		2.2.1.6.3	Verify Quality Management "as-is"	20 days	Tue 8/1/17	Mon 8/28/17	DHS,Project Management	19
171		2.2.1.6.4	Verify Issue Management "as-is"	20 days	Tue 8/1/17	Mon 8/28/17	DHS,Project Management	20
172		2.2.1.6.5	Verify Change Management "as-is"	20 days	Tue 8/1/17	Mon 8/28/17	DHS,Project Management	21



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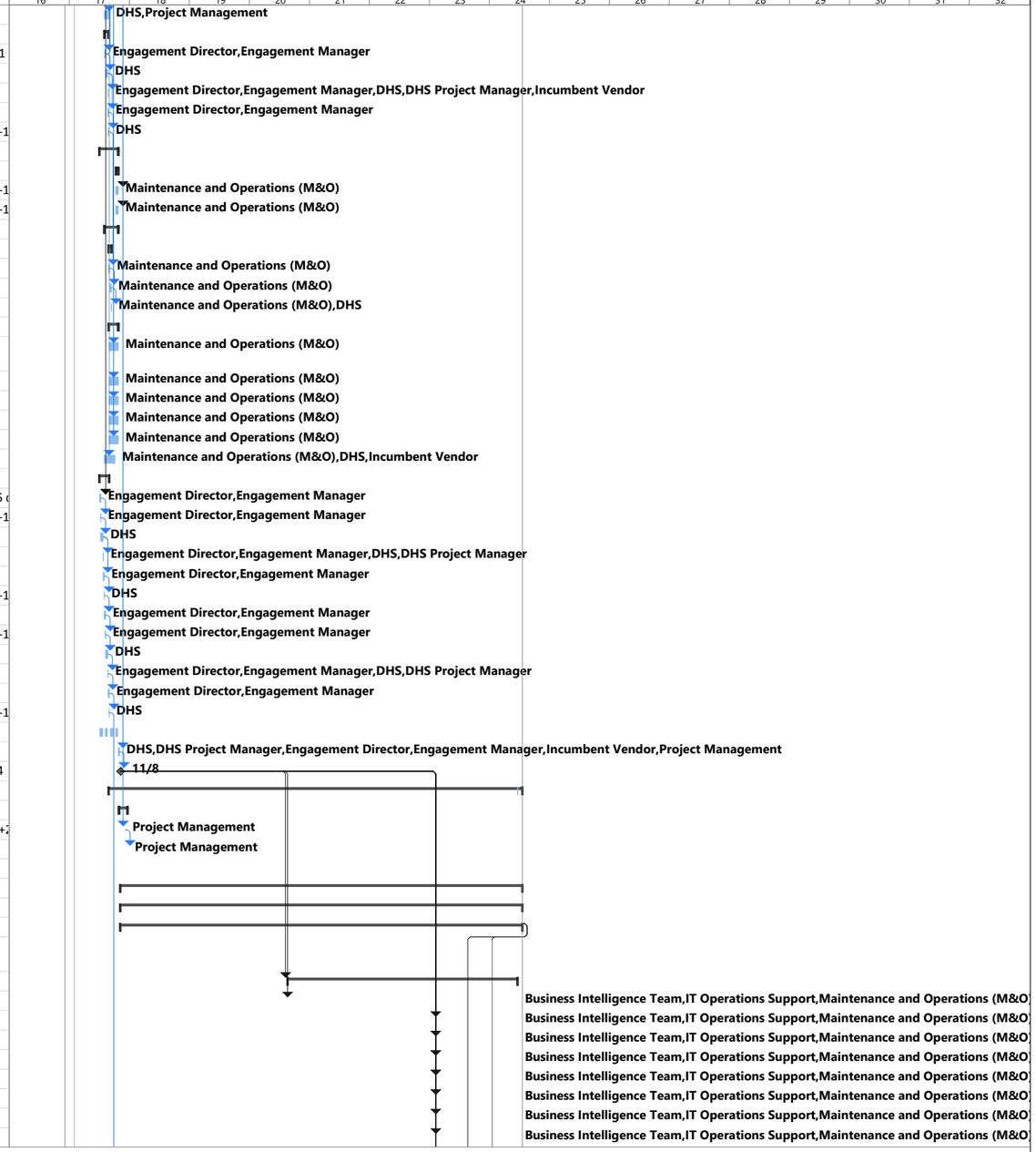
ID	Del	WBS	Task Name	Duration	Start	Finish	Resource Names	Predeces
173		2.2.1.6.6	Verify and verify baseline "as-is" assessment for Project Management	20 days	Tue 8/1/17	Mon 8/28/17	DHS,Project Management	21
174		**2.2.1.7**	**ISS Applications M&O Transition Plan**	**18 days**	**Wed 8/2/17**	**Fri 8/25/17**		
175	ISS-1	2.2.1.7.1	Create Plan	4 days	Wed 8/2/17	Mon 8/7/17	Engagement Director,Engageme	71FS+1
176	ISS-1	2.2.1.7.2	Review Plan	10 days	Tue 8/8/17	Mon 8/21/17	DHS	175
177	ISS-1	2.2.1.7.3	Walkthrough Plan	2 days	Tue 8/22/17	Wed 8/23/17	Engagement Director,Engageme	176
178	ISS-1	2.2.1.7.4	Correct and Return Plan	4 days	Tue 8/22/17	Fri 8/25/17	Engagement Director,Engageme	176
179	ISS-1	2.2.1.7.5	Approve Plan	1 day	Fri 8/25/17	Fri 8/25/17	DHS	178FS-1
180		2.2.2	**Post Cut-Over Activities Sub-Phase**	**80 days**	**Mon 7/3/17**	**Tue 10/24/17**		
181		**2.2.2.1**	**Documentation**	**10 days**	**Wed 10/11/17**	**Tue 10/24/17**		
182		2.2.2.1.1	Develop Maintenance Documentation	10 days	Wed 10/11/17	Tue 10/24/17	Maintenance and Operations (M	160FS-1
183		2.2.2.1.2	Develop Operational Documentation	10 days	Wed 10/11/17	Tue 10/24/17	Maintenance and Operations (M	160FS-1
184		**2.2.2.2**	**Operational Readiness Assessment Sub-Phase**	**60 days**	**Tue 8/1/17**	**Tue 10/24/17**		
185		**2.2.2.2.1**	**Completed Applications M&O Readiness Checklist**	**11 days**	**Mon 8/28/17**	**Tue 9/12/17**		
186		2.2.2.2.1.1	Submit Application M&O Readiness Checklist	5 days	Mon 8/28/17	Fri 9/1/17	Maintenance and Operations (M	179
187		2.2.2.2.1.2	Review Application M&O Readiness Checklist	5 days	Tue 9/5/17	Mon 9/11/17	Maintenance and Operations (M	186
188		2.2.2.2.1.3	Approve Application M&O Readiness Checklist	1 day	Tue 9/12/17	Tue 9/12/17	Maintenance and Operations (M	187
189		**2.2.2.2.2**	**Resolve deficiencies identified in "as-is" assessment**	**40 days**	**Tue 8/29/17**	**Tue 10/24/17**		
190		2.2.2.2.2.1	Correct deficiencies in Project mission, guiding principles and stakeholder priorities "as-is"	40 days	Tue 8/29/17	Tue 10/24/17	Maintenance and Operations (M&O)	168
191		2.2.2.2.2.2	Correct deficiencies in Schedule Management "as-is"	40 days	Tue 8/29/17	Tue 10/24/17	Maintenance and Operations (M	169
192		2.2.2.2.2.3	Correct deficiencies in Quality Management "as-is"	40 days	Tue 8/29/17	Tue 10/24/17	Maintenance and Operations (M	170
193		2.2.2.2.2.4	Correct deficiencies in Issue Management "as-is"	40 days	Tue 8/29/17	Tue 10/24/17	Maintenance and Operations (M	171
194		2.2.2.2.2.5	Correct deficiencies in Change Management "as-is"	40 days	Tue 8/29/17	Tue 10/24/17	Maintenance and Operations (M	172
195		2.2.2.2.3	Transition Ownership of ISS Applications	45 days	Tue 8/1/17	Tue 10/3/17	Maintenance and Operations (M	71
196	**ISS-4**	**2.2.2.3**	**Applications M&O Plan**	**42 days**	**Mon 7/3/17**	**Wed 8/30/17**		
197	ISS-4	2.2.2.3.1	Create DED	5 days	Mon 7/3/17	Mon 7/10/17	Engagement Director,Engageme	11FS-5 d
198	ISS-4	2.2.2.3.2	Submit DED	1 day	Mon 7/10/17	Mon 7/10/17	Engagement Director,Engageme	197FS-1
199	ISS-4	2.2.2.3.3	Review DED	10 days	Tue 7/11/17	Mon 7/24/17	DHS	198
200	ISS-4	2.2.2.3.4	Walkthrough DED	2 days	Tue 7/25/17	Wed 7/26/17	Engagement Director,Engageme	199
201	ISS-4	2.2.2.3.5	Correct and Return DED	5 days	Tue 7/25/17	Mon 7/31/17	Engagement Director,Engageme	199
202	ISS-4	2.2.2.3.6	Approve DED	1 day	Mon 7/31/17	Mon 7/31/17	DHS	201FS-1
203	ISS-4	2.2.2.3.7	Create Plan	5 days	Tue 8/1/17	Mon 8/7/17	Engagement Director,Engageme	202
204	ISS-4	2.2.2.3.8	Submit Plan	1 day	Mon 8/7/17	Mon 8/7/17	Engagement Director,Engageme	203FS-1
205	ISS-4	2.2.2.3.9	Review Plan	10 days	Tue 8/8/17	Mon 8/21/17	DHS	204
206	ISS-4	2.2.2.3.10	Walkthrough Plan	2 days	Tue 8/22/17	Wed 8/23/17	Engagement Director,Engageme	205
207	ISS-4	2.2.2.3.11	Correct and Return Plan	5 days	Thu 8/24/17	Wed 8/30/17	Engagement Director,Engageme	206
208	ISS-4	2.2.2.3.12	Approve Plan	1 day	Wed 8/30/17	Wed 8/30/17	DHS	207FS-1
209	**ISS.3.3**	**2.3**	**Ongiong Facility Cost**	**75 days**	**Fri 7/7/17**	**Fri 10/20/17**		
214		2.4	Formal Readiness Walkthrough	5 days	Wed 10/25/17	Tue 10/31/17	DHS,DHS Project Manager,Enga	166
215		2.5	Takeover Complete	0 days	Wed 11/8/17	Wed 11/8/17		77,214
216		**3**	**ISS Application Maintenance and Operations**	**1742 days**	**Mon 8/28/17**	**Fri 7/19/24**		
217	**ISS.3.3**	**3.1**	**Facility Build Out**	**37 days**	**Mon 10/30/17**	**Wed 12/20/17**		
218	ISS.3.3	3.1.1	Complete Build out of Facility	27 days	Mon 10/30/17	Wed 12/6/17	Project Management	158FS+2
219	ISS.3.3	3.1.2	Review and Approve Facilities Buildout	10 days	Thu 12/7/17	Wed 12/20/17	Project Management	218
220	ISS.3.3	3.2	Ongoing Facility Cost	1672 days	Tue 11/7/17	Thu 6/20/24		
301		**3.3**	**Stabilize Project Phase**	**1692 days**	**Tue 11/7/17**	**Fri 7/19/24**		
302		**3.3.1**	**Takeover Sub-Phase**	**1692 days**	**Tue 11/7/17**	**Fri 7/19/24**		
303		**3.3.1.1**	**Task 3 – Provide M&O Services, Report Status and Assure Quality**	**1692 days**	**Tue 11/7/17**	**Fri 7/19/24**		
304	**ISS-6**	**3.3.1.1.1**	**Monthly Status Report and Service Level Agreement Reporting Submission and Review (for Core and Non-Core)**	**1692 days**	**Tue 11/7/17**	**Fri 7/19/24**		
386		**3.3.2**	**Perform Ongoing Activities During the Stabilize Phase**	**969 days**	**Fri 8/21/20**	**Thu 6/20/24**		**215**
387		3.3.2.1	Perform Capacity Management	969 days	Fri 8/21/20	Thu 6/20/24	Business Intelligence Team,IT O	215
388		3.3.2.2	Perform Performance Management	346 days	Thu 2/9/23	Thu 6/20/24	Business Intelligence Team,IT O	215
389		3.3.2.3	Perform System Monitoring	346 days	Thu 2/9/23	Thu 6/20/24	Business Intelligence Team,IT O	215
390		3.3.2.4	Perform Problem Management	346 days	Thu 2/9/23	Thu 6/20/24	Business Intelligence Team,IT O	215
391		3.3.2.5	Perform Account Administration	346 days	Thu 2/9/23	Thu 6/20/24	Business Intelligence Team,IT O	215
392		3.3.2.6	Perform Security Management	346 days	Thu 2/9/23	Thu 6/20/24	Business Intelligence Team,IT O	215
393		3.3.2.7	Perform Change & Release Management	346 days	Thu 2/9/23	Thu 6/20/24	Business Intelligence Team,IT O	215
394		3.3.2.8	Perform Configuration Management	346 days	Thu 2/9/23	Thu 6/20/24	Business Intelligence Team,IT O	215



Project: ARM&OPlan
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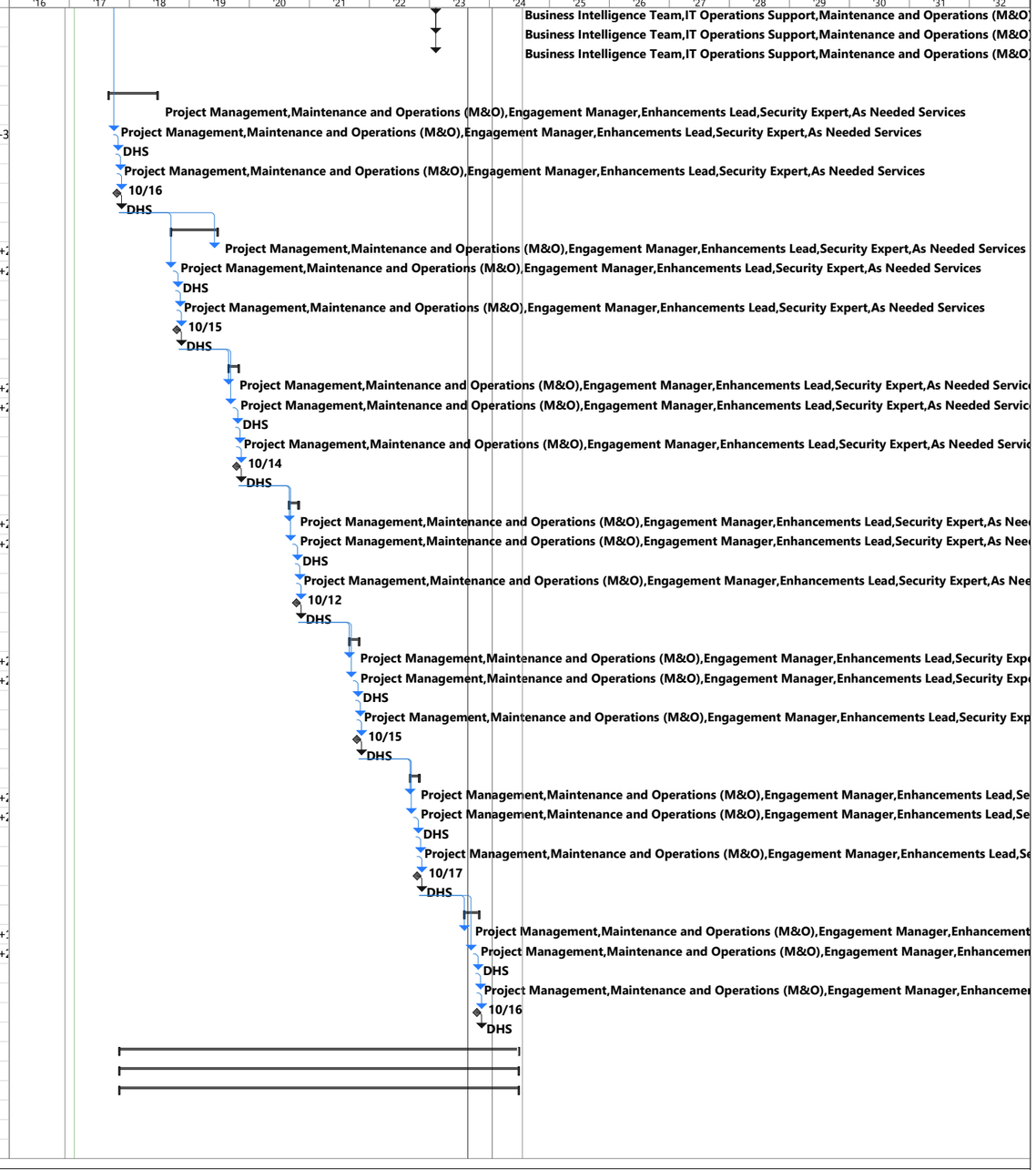
Task | Split | Milestone | Summary | Project Summary | Inactive Task | Inactive Milestone | Inactive Summary | Manual Task | Duration-only | Manual Summary Rollup | Manual Summary | Start-only | Finish-only | External Tasks | External Milestone | Deadline | Progress | Manual Progress

ID	Del	WBS	Task Name	Duration	Start	Finish	Resource Names	Predeces
395		3.3.2.9	Perform Disaster Recovery	346 days	Thu 2/9/23	Thu 6/20/24	Business Intelligence Team,IT Op	215
396		3.3.2.10	Perform Break-Fix Activities	346 days	Thu 2/9/23	Thu 6/20/24	Business Intelligence Team,IT Op	215
397		3.3.2.11	Perform Status Reporting	346 days	Thu 2/9/23	Thu 6/20/24	Business Intelligence Team,IT Op	215
398	**ISS-3**	**3.4**	**Assessment Report**	**1560 days**	**Mon 8/28/17**	**Mon 10/30/23**		
399	**ISS-3**	**3.4.1**	**After Year 1**	**207 days**	**Mon 8/28/17**	**Thu 6/21/18**		
400		3.4.1.1	Ongoing Assessment Activities	15 days	Fri 6/1/18	Thu 6/21/18	Project Management,Maintenar	
401	ISS-3	3.4.1.2	Submit Assessment Report	20 days	Mon 8/28/17	Mon 9/25/17	Project Management,Maintenar	208FS-3
402	ISS-3	3.4.1.3	Review Report	10 days	Tue 9/26/17	Mon 10/9/17	DHS	401
403	ISS-3	3.4.1.4	Correct Report	5 days	Tue 10/10/17	Mon 10/16/17	Project Management,Maintenar	402
404	ISS-3	3.4.1.5	Resubmit Report	0 days	Mon 10/16/17	Mon 10/16/17	Engagement Manager	403
405	ISS-3	3.4.1.6	Approve Report	10 days	Tue 10/17/17	Mon 10/30/17	DHS	404
406	**ISS-3**	**3.4.2**	**After Year 2**	**197 days**	**Tue 9/11/18**	**Fri 6/21/19**		
407		3.4.2.1	Ongoing Assessment Activities	15 days	Mon 6/3/19	Fri 6/21/19	Project Management,Maintenar	405FS+2
408	ISS-3	3.4.2.2	Submit Assessment Report	10 days	Tue 9/11/18	Mon 9/24/18	Project Management,Maintenar	405FS+2
409	ISS-3	3.4.2.3	Review Report	10 days	Tue 9/25/18	Mon 10/8/18	DHS	408
410	ISS-3	3.4.2.4	Correct Report	5 days	Tue 10/9/18	Mon 10/15/18	Project Management,Maintenar	409
411	ISS-3	3.4.2.5	Resubmit Report	0 days	Mon 10/15/18	Mon 10/15/18	Engagement Manager	410
412	ISS-3	3.4.2.6	Approve Report	10 days	Tue 10/16/18	Mon 10/29/18	DHS	411
413	**ISS-3**	**3.4.3**	**After Year 3**	**43 days**	**Wed 8/28/19**	**Mon 10/28/19**		
414		3.4.3.1	Ongoing Assessment Activities	15 days	Wed 8/28/19	Wed 9/18/19	Project Management,Maintenar	412FS+2
415	ISS-3	3.4.3.2	Submit Assessment Report 3	10 days	Tue 9/10/19	Mon 9/23/19	Project Management,Maintenar	412FS+2
416	ISS-3	3.4.3.3	Review Report	10 days	Tue 9/24/19	Mon 10/7/19	DHS	415
417	ISS-3	3.4.3.4	Correct Report	5 days	Tue 10/8/19	Mon 10/14/19	Project Management,Maintenar	416
418	ISS-3	3.4.3.5	Resubmit Report	0 days	Mon 10/14/19	Mon 10/14/19	Engagement Manager	417
419	ISS-3	3.4.3.6	Approve Report	10 days	Tue 10/15/19	Mon 10/28/19	DHS	418
420	**ISS-3**	**3.4.4**	**After Year 4**	**40 days**	**Mon 8/31/20**	**Mon 10/26/20**		
421		3.4.4.1	Ongoing Assessment Activities	15 days	Mon 8/31/20	Mon 9/21/20	Project Management,Maintenar	419FS+2
422	ISS-3	3.4.4.2	Submit Assessment Report 3	10 days	Tue 9/8/20	Mon 9/21/20	Project Management,Maintenar	419FS+2
423	ISS-3	3.4.4.3	Review Report	10 days	Tue 9/22/20	Mon 10/5/20	DHS	422
424	ISS-3	3.4.4.4	Correct Report	5 days	Tue 10/6/20	Mon 10/12/20	Project Management,Maintenar	423
425	ISS-3	3.4.4.5	Resubmit Report	0 days	Mon 10/12/20	Mon 10/12/20	Engagement Manager	424
426	ISS-3	3.4.4.6	Approve Report	10 days	Tue 10/13/20	Mon 10/26/20	DHS	425
427	**ISS-3**	**3.4.5**	**After Year 5**	**42 days**	**Wed 9/1/21**	**Fri 10/29/21**		
428		3.4.5.1	Ongoing Assessment Activities	15 days	Wed 9/1/21	Wed 9/22/21	Project Management,Maintenar	426FS+2
429	ISS-3	3.4.5.2	Submit Assessment Report 3	10 days	Mon 9/13/21	Fri 9/24/21	Project Management,Maintenar	426FS+2
430	ISS-3	3.4.5.3	Review Report	10 days	Mon 9/27/21	Fri 10/8/21	DHS	429
431	ISS-3	3.4.5.4	Correct Report	5 days	Mon 10/11/21	Fri 10/15/21	Project Management,Maintenar	430
432	ISS-3	3.4.5.5	Resubmit Report	0 days	Fri 10/15/21	Fri 10/15/21	Engagement Manager	431
433	ISS-3	3.4.5.6	Approve Report	10 days	Mon 10/18/21	Fri 10/29/21	DHS	432
434	**ISS-3**	**3.4.6**	**After Year 6**	**40 days**	**Tue 9/6/22**	**Mon 10/31/22**		
435		3.4.6.1	Ongoing Assessment Activities	15 days	Tue 9/6/22	Mon 9/26/22	Project Management,Maintenar	433FS+2
436	ISS-3	3.4.6.2	Submit Assessment Report 3	10 days	Tue 9/13/22	Mon 9/26/22	Project Management,Maintenar	433FS+2
437	ISS-3	3.4.6.3	Review Report	10 days	Tue 9/27/22	Mon 10/10/22	DHS	436
438	ISS-3	3.4.6.4	Correct Report	5 days	Tue 10/11/22	Mon 10/17/22	Project Management,Maintenar	437
439	ISS-3	3.4.6.5	Resubmit Report	0 days	Mon 10/17/22	Mon 10/17/22	Engagement Manager	438
440	ISS-3	3.4.6.6	Approve Report	10 days	Tue 10/18/22	Mon 10/31/22	DHS	439
441	**ISS-3**	**3.4.7**	**After Year 7**	**63 days**	**Wed 8/2/23**	**Mon 10/30/23**		
442		3.4.7.1	Ongoing Assessment Activities	15 days	Wed 8/2/23	Tue 8/22/23	Project Management,Maintenar	440FS+1
443	ISS-3	3.4.7.2	Submit Assessment Report 3	10 days	Tue 9/12/23	Mon 9/25/23	Project Management,Maintenar	440FS+2
444	ISS-3	3.4.7.3	Review Report	10 days	Tue 9/26/23	Mon 10/9/23	DHS	443
445	ISS-3	3.4.7.4	Correct Report	5 days	Tue 10/10/23	Mon 10/16/23	Project Management,Maintenar	444
446	ISS-3	3.4.7.5	Resubmit Report	0 days	Mon 10/16/23	Mon 10/16/23	Engagement Manager	445
447	ISS-3	3.4.7.6	Approve Report	10 days	Tue 10/17/23	Mon 10/30/23	DHS	446
448		**3.5**	**Provide Support During Project**	**1682 days**	**Wed 11/1/17**	**Fri 6/28/24**		
449		3.5.1	Status and SLA Reporting	1681 days	Wed 11/1/17	Thu 6/27/24		
450		**3.5.1.1**	**Management Activities**	**1681 days**	**Wed 11/1/17**	**Thu 6/27/24**		
451		**3.5.1.1.1**	**Bi-Weekly Senior Management Meeting**	**1675 days**	**Mon 11/6/17**	**Mon 6/24/24**		
626		**3.5.1.1.2**	**Weekly Project Leadership Team Meeting**	**1675 days**	**Mon 11/6/17**	**Mon 6/24/24**		
974		**3.5.1.1.3**	**Weekly QA/Development/Network Coordination Meeting**	**1675 days**	**Tue 11/7/17**	**Tue 6/25/24**		



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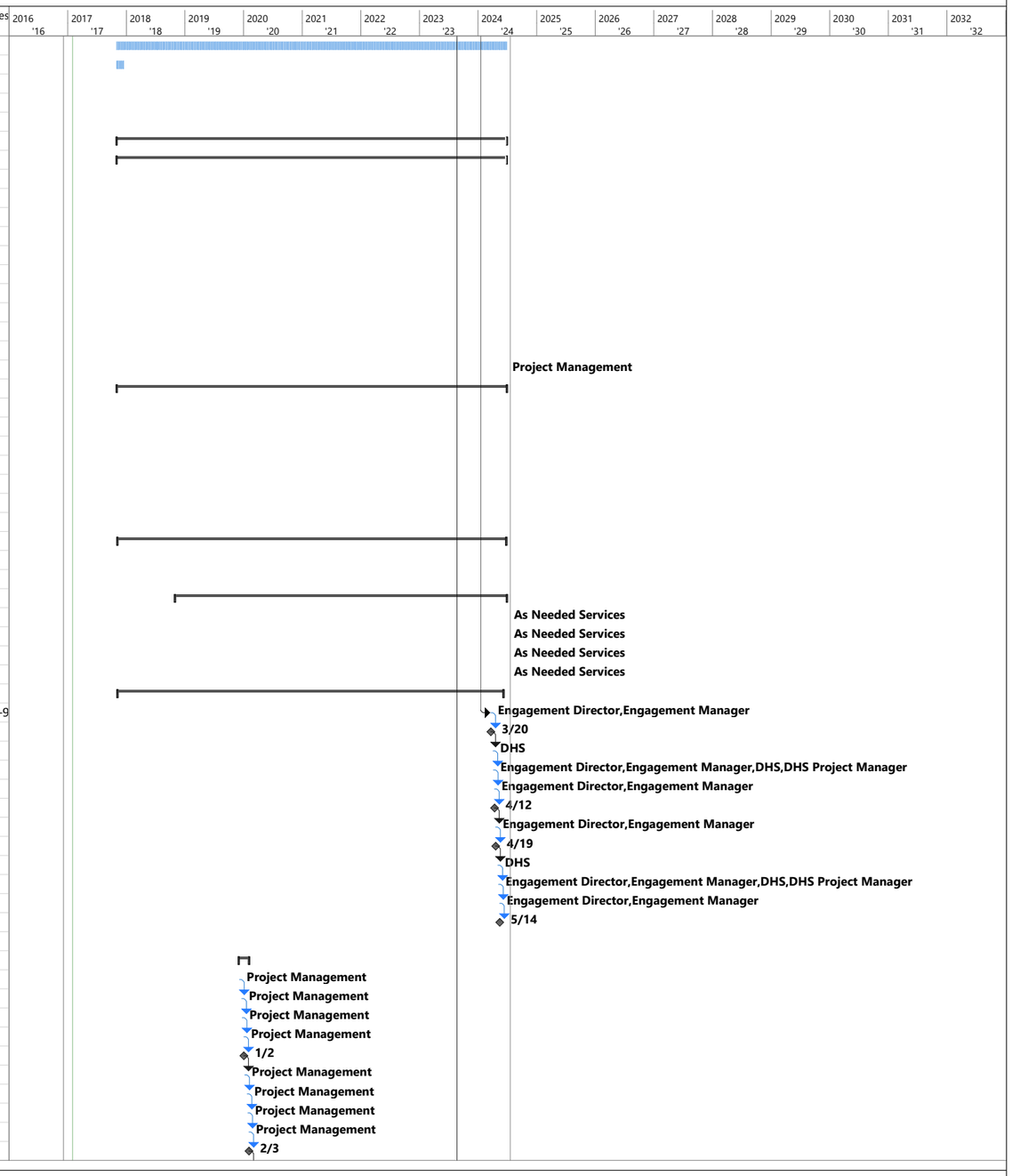
ID	Del	WBS	Task Name	Duration	Start	Finish	Resource Names	Predeces
1322		**3.5.1.1.4**	**Weekly Touchpoint Meeting with DHS/CIO**	**1680 days**	**Wed 11/1/17**	**Wed 6/26/24**		
1671		**3.5.1.1.5**	**Weekly DHS Change Management Review Meeting**	**1680 days**	**Thu 11/2/17**	**Thu 6/27/24**		
2020		**3.5.1.1.6**	**Bi-Weekly Mission Assurance Review Meetings**	**1675 days**	**Fri 11/3/17**	**Fri 6/21/24**		
2195		**3.5.1.1.7**	**Weekly EEF Technical Review Board (TRB) Meetings**	**1675 days**	**Mon 11/6/17**	**Mon 6/24/24**		
2543		**3.5.1.1.8**	**Weekly DHS\DHS\ClearPointe Coordination Meetings**	**1675 days**	**Tue 11/7/17**	**Tue 6/25/24**		
2889		3.5.2	Application Management	1682 days	Wed 11/1/17	Fri 6/28/24	Project Management	
2890		3.5.2.1	System Support	1681 days	Wed 11/1/17	Thu 6/27/24		
2891		**3.5.2.1.1**	**Bi-Weekly ANSWER Meetings**	**1675 days**	**Wed 11/1/17**	**Wed 6/19/24**		
3066		**3.5.2.1.2**	**Weekly WORC Meeting**	**1675 days**	**Mon 11/6/17**	**Mon 6/24/24**		
3414		**3.5.2.1.3**	**Weekly WISE Meeting**	**1680 days**	**Thu 11/2/17**	**Thu 6/27/24**		
3763		**3.5.2.1.4**	**Bi-Weekly CHRIS Meeting**	**1675 days**	**Thu 11/2/17**	**Thu 6/20/24**		
3938		**3.5.2.1.5**	**Monthly DCC/ECE Meetings**	**1660 days**	**Mon 11/6/17**	**Mon 6/3/24**		
4019		**3.5.2.1.6**	**Bi-Weekly DCC/ECE Meeting**	**1675 days**	**Mon 11/6/17**	**Mon 6/24/24**		
4194		**3.5.2.1.7**	**Bi-Weekly Child Care Meeting**	**1675 days**	**Tue 11/7/17**	**Tue 6/25/24**		
4369		**3.5.2.1.8**	**Monthly DDDS Meeting**	**1663 days**	**Mon 11/6/17**	**Thu 6/6/24**		
4450		**3.5.2.1.9**	**Bi-Weekly ACCESS Meeting**	**1675 days**	**Fri 11/3/17**	**Fri 6/21/24**		
4625		**3.5.2.1.10**	**Bi-Weekly SharePoint User Group Meeting**	**1665 days**	**Thu 11/2/17**	**Thu 6/6/24**		
4799		3.5.2.1.11	Bi-Weekly SharePoint User Group Meeting 174	1 day	Thu 6/20/24	Thu 6/20/24	Project Management	
4800		3.5.2.2	Application Maintenance	1681 days	Thu 11/2/17	Fri 6/28/24		
4801		**3.5.2.2.1**	**Weekly DDS Comprehensive Data System Meeting**	**1675 days**	**Tue 11/7/17**	**Tue 6/25/24**		
5149		**3.5.2.2.2**	**Weekly DDS Waiver/ SOLQ/IRIS Status Meeting**	**1680 days**	**Fri 11/3/17**	**Fri 6/28/24**		
5498		**3.5.2.2.3**	**Weekly DDS Waiver Project Status Meeting**	**1680 days**	**Thu 11/2/17**	**Thu 6/27/24**		
5847		**3.5.2.2.4**	**Monthly Security Review with CIO**	**1663 days**	**Tue 11/7/17**	**Fri 6/7/24**		
5928		**3.5.2.2.5**	**Monthly Server Garden Meeting**	**1661 days**	**Fri 11/10/17**	**Mon 6/10/24**		
6009		**3.5.2.2.6**	**Monthly DHS Network Support Meetings**	**1663 days**	**Tue 11/7/17**	**Fri 6/7/24**		
6090		**3.5.2.2.7**	**Weekly DHS Network Meeting**	**1680 days**	**Thu 11/2/17**	**Thu 6/27/24**		
6438		3.5.2.3	Modifications and Enhancements	1676 days	Mon 11/6/17	Tue 6/25/24		
6439		**3.5.2.3.1**	**Weekly DHS Change Management Review Meeting**	**1675 days**	**Mon 11/6/17**	**Mon 6/24/24**		
6787		**3.5.2.3.2**	**Weekly QA/New Development/Network Coordination Meeting**	**1675 days**	**Tue 11/7/17**	**Tue 6/25/24**		
7133		3.5.3	Architecture and Infrastructure Management	1430 days	Wed 10/31/18	Fri 6/28/24		
7134		3.5.3.1	Operational Management	1430 days	Wed 10/31/18	Fri 6/28/24	As Needed Services	
7135		3.5.3.2	Hardware Management	1430 days	Wed 10/31/18	Fri 6/28/24	As Needed Services	
7136		3.5.3.3	Network Management (LAN/WAN)	1430 days	Wed 10/31/18	Fri 6/28/24	As Needed Services	
7137		3.5.3.4	Data Center Facility Management	1430 days	Wed 10/31/18	Fri 6/28/24	As Needed Services	
7138	**ISS-13**	**3.6**	**IT Process Transition Plan**	**1663 days**	**Tue 11/7/17**	**Fri 6/7/24**		
7139	ISS-13	3.6.1	Transition Plan	5 days	Thu 3/14/24	Wed 3/20/24	Engagement Director,Engageme	303FS-9
7140	ISS-13	3.6.2	Submit DED	0 days	Wed 3/20/24	Wed 3/20/24	Engagement Director,Engageme	7139
7141	ISS-13	3.6.3	Review DED	10 days	Thu 3/21/24	Wed 4/3/24	DHS	7140
7142	ISS-13	3.6.4	(Walkthrough DED)	2 days	Thu 4/4/24	Fri 4/5/24	Engagement Director,Engageme	7141
7143	ISS-13	3.6.5	Correct and Return DED	5 days	Mon 4/8/24	Fri 4/12/24	Engagement Director,Engageme	7142
7144	ISS-13	3.6.6	Approve DED	0 days	Fri 4/12/24	Fri 4/12/24	DHS	7143
7145	ISS-13	3.6.7	Create Plan	5 days	Mon 4/15/24	Fri 4/19/24	Engagement Director,Engageme	7144
7146	ISS-13	3.6.8	Submit Plan	0 days	Fri 4/19/24	Fri 4/19/24	Engagement Director,Engageme	7145
7147	ISS-13	3.6.9	Review Plan	10 days	Mon 4/22/24	Fri 5/3/24	DHS	7146
7148	ISS-13	3.6.10	(Walkthrough Plan)	2 days	Mon 5/6/24	Tue 5/7/24	Engagement Director,Engageme	7147
7149	ISS-13	3.6.11	Correct and Return Plan	5 days	Wed 5/8/24	Tue 5/14/24	Engagement Director,Engageme	7148
7150	ISS-13	3.6.12	Approve Plan	0 days	Tue 5/14/24	Tue 5/14/24	DHS	7149
7151	**ISS-15**	**3.6.13**	**Monthly Status Report and Service Level Agreement**	**1663 days**	**Tue 11/7/17**	**Fri 6/7/24**		
7232	ISS-16	3.6.14	IT Operations Support Turn-Over Plan	42 days	Mon 12/2/19	Mon 2/3/20	Project Management	
7233	ISS-16	3.6.14.1	Create DED	5 days	Mon 12/2/19	Fri 12/6/19	Project Management	
7234	ISS-16	3.6.14.2	Review DED	10 days	Mon 12/9/19	Fri 12/20/19	Project Management	7233
7235	ISS-16	3.6.14.3	Walkthrough DED	1 day	Mon 12/23/19	Mon 12/23/19	Project Management	7234
7236	ISS-16	3.6.14.4	Correct and Return DED	5 days	Thu 12/26/19	Thu 1/2/20	Project Management	7235
7237	ISS-16	3.6.14.5	Approve DED	0 days	Thu 1/2/20	Thu 1/2/20	Project Management	7236
7238	ISS-16	3.6.14.6	Create Plan	4 days	Fri 1/3/20	Wed 1/8/20	Project Management	7237
7239	ISS-16	3.6.14.7	Review Plan	10 days	Thu 1/9/20	Thu 1/23/20	Project Management	7238
7240	ISS-16	3.6.14.8	Walkthrough Plan	2 days	Fri 1/24/20	Mon 1/27/20	Project Management	7239
7241	ISS-16	3.6.14.9	Correct and Return Plan	5 days	Tue 1/28/20	Mon 2/3/20	Project Management	7240
7242	ISS-16	3.6.14.10	Approve Plan	0 days	Mon 2/3/20	Mon 2/3/20	Project Management	7241



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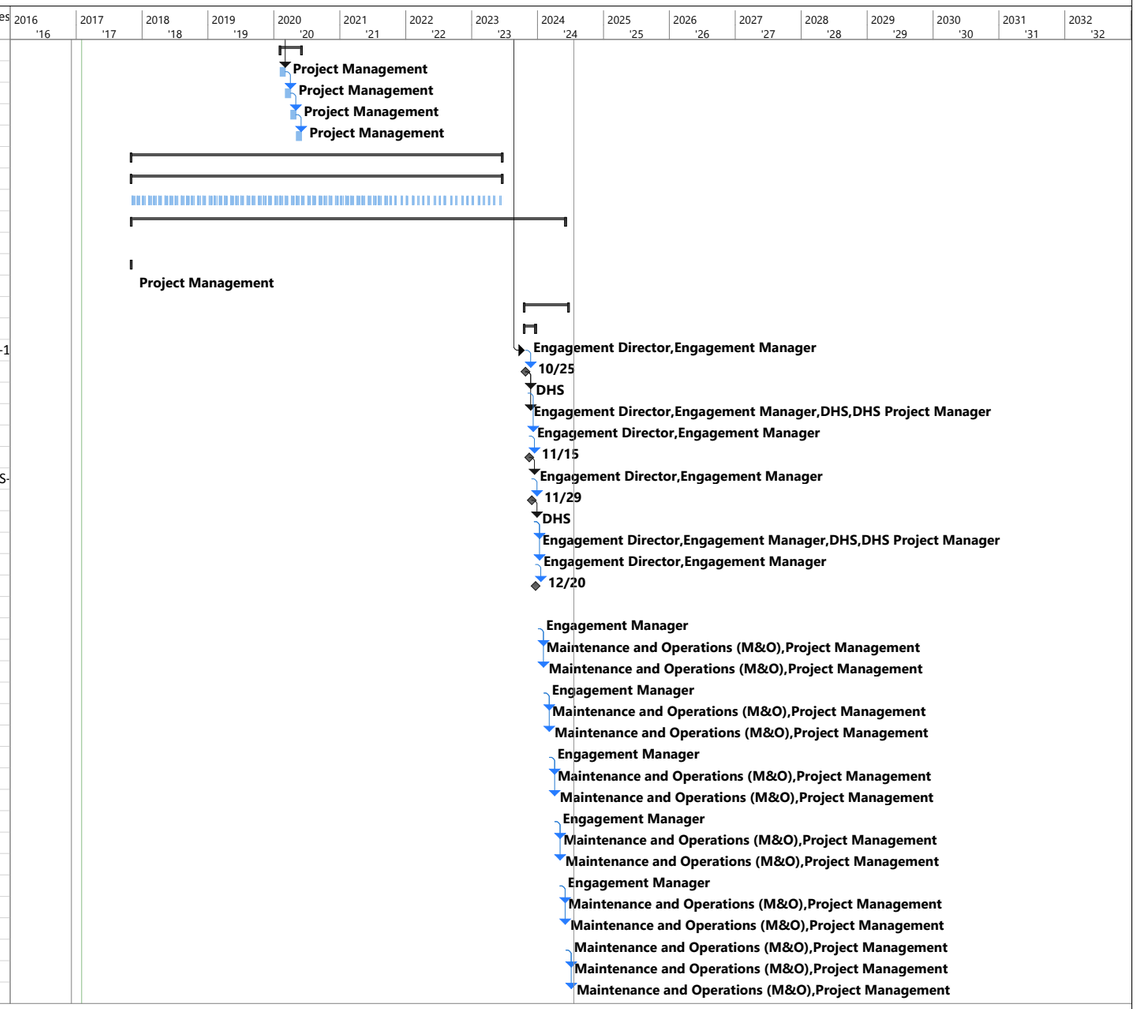
ID	Del	WBS	Task Name	Duration	Start	Finish	Resource Names	Predeces
7243	ISS-17	3.6.15	IT Operations Support Turn-Over Assessment Report	83 days	Tue 2/4/20	Mon 6/1/20	Project Management	
7244	ISS-17	3.6.15.1	Report 1	20 days	Tue 2/4/20	Tue 3/3/20	Project Management	7242
7245	ISS-17	3.6.15.2	Report 2	22 days	Wed 3/4/20	Thu 4/2/20	Project Management	7244
7246	ISS-17	3.6.15.3	Report 3	21 days	Fri 4/3/20	Fri 5/1/20	Project Management	7245
7247	ISS-17	3.6.15.4	Report 4	20 days	Mon 5/4/20	Mon 6/1/20	Project Management	7246
7248		**4**	**Implement Enhancement**	**1421 days**	**Wed 11/1/17**	**Mon 6/19/23**		
7249		**4.1**	**IT Operations Support Transition Plan**	**1421 days**	**Wed 11/1/17**	**Mon 6/19/23**		
7250		**4.1.1**	**Maintain Log of All Requests**	**1421 days**	**Wed 11/1/17**	**Mon 6/19/23**		
7554		**5**	**Business Intelligence and Reporting**	**1662 days**	**Thu 11/2/17**	**Mon 6/3/24**		
7555	ISS-9	5.1	Business Intelligence and Reporting Support	1662 days	Thu 11/2/17	Mon 6/3/24	Business Intelligence Team	
7636		**6**	**Additional Services**	**1 day**	**Wed 11/1/17**	**Wed 11/1/17**		
7637	ISS-10	6.1	(Milestone Completion)	1 day	Wed 11/1/17	Wed 11/1/17	Project Management	
7638		**7**	**Turnover**	**170 days**	**Thu 10/19/23**	**Thu 6/20/24**		
7639	**ISS-11**	**7.1**	**M&O Turn-Over Plan**	**44 days**	**Thu 10/19/23**	**Wed 12/20/23**		
7640	ISS-11	7.1.1	Create DED	5 days	Thu 10/19/23	Wed 10/25/23	Engagement Director,Engageme	303FS-1
7641	ISS-11	7.1.2	Submit DED	0 days	Wed 10/25/23	Wed 10/25/23	Engagement Director,Engageme	7640
7642	ISS-11	7.1.3	Review DED	10 days	Thu 10/26/23	Wed 11/8/23	DHS	7641
7643	ISS-11	7.1.4	(Walkthrough DED)	2 days	Thu 10/26/23	Fri 10/27/23	Engagement Director,Engageme	7641
7644	ISS-11	7.1.5	Correct and Return DED	5 days	Thu 11/9/23	Wed 11/15/23	Engagement Director,Engageme	7642
7645	ISS-11	7.1.6	Approve DED	0 days	Wed 11/15/23	Wed 11/15/23	DHS	7644
7646	ISS-11	7.1.7	Create Plan	10 days	Wed 11/15/23	Wed 11/29/23	Engagement Director,Engageme	7645FS-
7647	ISS-11	7.1.8	Submit Plan	0 days	Wed 11/29/23	Wed 11/29/23	Engagement Director,Engageme	7646
7648	ISS-11	7.1.9	Review Plan	10 days	Thu 11/30/23	Wed 12/13/23	DHS	7647
7649	ISS-11	7.1.10	(Walkthrough Plan)	2 days	Thu 12/14/23	Fri 12/15/23	Engagement Director,Engageme	7648
7650	ISS-11	7.1.11	Correct and Return Plan	5 days	Thu 12/14/23	Wed 12/20/23	Engagement Director,Engageme	7648
7651	ISS-11	7.1.12	Approve Plan	0 days	Wed 12/20/23	Wed 12/20/23	DHS	7650
7652	**ISS-12**	**7.2**	**M&O Turn-Over Assessment Report**	**120 days**	**Tue 1/2/24**	**Thu 6/20/24**		
7653	ISS-12	7.2.1	Submit Turn-Over Assessment Report 1	3 days	Tue 1/2/24	Thu 1/4/24	Engagement Manager	
7654	ISS-14	7.2.2	Submit Readiness Checklist	1 day	Fri 1/5/24	Fri 1/5/24	Maintenance and Operations (M	7653
7655	ISS-12	7.2.3	Review Report	10 days	Fri 1/5/24	Fri 1/19/24	Maintenance and Operations (M	7653
7656	ISS-12	7.2.4	Submit Turn-Over Assessment Report 2	3 days	Thu 2/1/24	Mon 2/5/24	Engagement Manager	
7657	ISS-14	7.2.5	Submit Readiness Checklist	1 day	Tue 2/6/24	Tue 2/6/24	Maintenance and Operations (M	7656
7658	ISS-12	7.2.6	Review Report	10 days	Tue 2/6/24	Tue 2/20/24	Maintenance and Operations (M	7656
7659	ISS-12	7.2.7	Submit Turn-Over Assessment Report 3	4 days	Fri 3/1/24	Wed 3/6/24	Engagement Manager	
7660	ISS-14	7.2.8	Submit Readiness Checklist	1 day	Thu 3/7/24	Thu 3/7/24	Maintenance and Operations (M	7659
7661	ISS-12	7.2.9	Review Report	10 days	Thu 3/7/24	Wed 3/20/24	Maintenance and Operations (M	7659
7662	ISS-12	7.2.10	Submit Turn-Over Assessment Report 4	5 days	Mon 4/1/24	Fri 4/5/24	Engagement Manager	
7663	ISS-14	7.2.11	Submit Readiness Checklist	1 day	Mon 4/8/24	Mon 4/8/24	Maintenance and Operations (M	7662
7664	ISS-12	7.2.12	Review Report	10 days	Mon 4/8/24	Fri 4/19/24	Maintenance and Operations (M	7662
7665	ISS-12	7.2.13	Submit Turn-Over Assessment Report 5	3 days	Wed 5/1/24	Fri 5/3/24	Engagement Manager	
7666	ISS-14	7.2.14	Submit Readiness Checklist	1 day	Mon 5/6/24	Mon 5/6/24	Maintenance and Operations (M	7665
7667	ISS-12	7.2.15	Review Report	10 days	Mon 5/6/24	Fri 5/17/24	Maintenance and Operations (M	7665
7668	ISS-12	7.2.16	Submit M&O Turn-Over Assessment Report 6	4 days	Mon 6/3/24	Thu 6/6/24	Maintenance and Operations (M	
7669	ISS-14	7.2.17	Submit Readiness Checklist	1 day	Fri 6/7/24	Fri 6/7/24	Maintenance and Operations (M	7668
7670	ISS-12	7.2.18	Review Report	10 days	Fri 6/7/24	Thu 6/20/24	Maintenance and Operations (M	7668



Project: ARM&OPlan
Date: February 2, 2017

Task | Split | Milestone | Summary | Project Summary | Inactive Task | Inactive Milestone | Inactive Summary | Manual Task | Duration-only | Manual Summary Rollup | Manual Summary | Start-only | Finish-only | External Tasks | External Milestone | Deadline | Progress | Manual Progress

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Template T-9

State of Arkansas Terms & Conditions of this RFP and Any Resulting Contract

Including Response Template Instructions

RFP #: SP-17-0006

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1.0 Instructions

The Vendor **must** review and sign Template T-9, "Terms & Conditions of this RFP and Any Resulting Contract" in multiple sections in order to note the Vendor's acknowledgement of Mandatory Terms and Conditions and acknowledgement, intent of compliance

All signatures in this template are required to be wet signatures.

2.0 General Contractual Requirements

Payment and Invoice Provisions

- All invoices **shall** be forwarded to:

  Arkansas Department of Human Services

  Division of Medical Services

  Financial Activities

  PO Box 1437 Slot S416

  Little Rock, AR 72203
- Payment will be made in accordance with applicable State of Arkansas accounting procedures upon acceptance goods and services by the agency.
- The State shall not be invoiced in advance of delivery and acceptance of any goods or services.
- Payment will be made only after the vendor has successfully satisfied the agency as to the reliability and effectiveness of the goods or services purchased as a whole.
- The vendor should invoice the agency by an itemized list of charges. The agency's Purchase Order Number and/or the Contract Number should be referenced on each invoice.
- Other sections of this *Bid Solicitation* may contain additional Requirements for invoicing.
- Selected vendor **must** be registered to receive payment and future *Bid Solicitation* notifications. Vendors may register on-line at https://www.ark.org/vendor/index.html.

2.1 General Information

- The State **shall not** lease any equipment or software for a period of time which continues past the end of a fiscal year unless the contract allows for cancellation by the State Procurement Official upon a 30 day written notice to the vendor/lessor in the event funds are not appropriated.
- The State **shall not** contract with another party to indemnify and defend that party for any liability and damages.
- The State **shall not** pay damages, legal expenses or other costs and expenses of any other party.
- The State **shall not** continue a contract once any equipment has been repossessed.
- Any litigation involving the State **must** take place in Pulaski County, Arkansas.

- The State **shall not** agree to any provision of a contract which violates the laws or constitution of the State of Arkansas.
- The State **shall not** enter a contract which grants to another party any remedies other than the following:
  - The right to possession.
  - The right to accrued payments.
  - The right to expenses of deinstallation.
  - The right to expenses of repair to return the equipment to normal working order, normal wear and tear excluded.
  - The right to recover only amounts due at the time of repossession and any unamortized nonrecurring cost as allowed by Arkansas Law.
- The laws of the State of Arkansas **shall** govern this contract.
- A contract **shall not** be effective prior to award being made by a State Procurement Official.
- In a contract with another party, the State will accept the risk of loss of the equipment or software and pay for any destruction, loss or damage of the equipment or software while the State has such risk, when:
  - The extent of liability for such risk is based upon the purchase price of the equipment or software at the time of any loss, and
  - The contract has required the State to carry insurance for such risk.

2.2 Conditions of the Contract

- The vendor **shall** at all times observe and comply with federal and State of Arkansas laws, local laws, ordinances, orders, and regulations existing at the time of, or enacted subsequent to the execution of a resulting contract which in any manner affect the completion of the work.
- The vendor **shall** indemnify and save harmless the agency and all its officers, representatives, agents, and employees against any claim or liability arising from or based upon the violation of any such law, ordinance, regulation, order or decree by an employee, representative, or subcontractor of the vendor.

2.3 Statement of Liability

- The State will demonstrate reasonable care but will not be liable in the event of loss, destruction or theft of vendor-owned equipment or software and technical and business or operations literature to be delivered or to be used in the installation of deliverables and services. The vendor **shall** retain total liability for equipment, software and technical and business or operations literature. The State **shall** not at any time be responsible for or accept liability for any vendor-owned items.
- The vendor's liability for damages to the State **shall** be limited to the value of the Contract or $5,000,000, whichever is higher. The foregoing limitation of liability **shall not** apply to claims for infringement of United States patent, copyright, trademarks or trade secrets; to claims for personal injury or damage to property caused by the gross

negligence or willful misconduct of the vendor; to claims covered by other specific provisions of the Contract calling for damages; or to court costs or attorney's fees awarded by a court in addition to damages after litigation based on the Contract. The vendor and the State **shall not** be liable to each other, regardless of the form of action, for consequential, incidental, indirect, or special damages. This limitation of liability **shall not** apply to claims for infringement of United States patent, copyright, trademark or trade secrets; to claims for personal injury or damage to property caused by the gross negligence or willful misconduct of the vendor; to claims covered by other specific provisions of the Contract calling for damages; or to court costs or attorney's fees awarded by a court in addition to damages after litigation based on the Contract.

- Language in these terms and conditions **shall not** be construed or deemed as the State's waiver of its right of sovereign immunity. The vendor agrees that any claims against the State, whether sounding in tort or in contract, **shall** be brought before the Arkansas Claims Commission as provided by Arkansas law, and **shall** be governed accordingly.

2.4 Record Retention

- The vendor **shall** maintain all pertinent financial and accounting records and evidence pertaining to the contract in accordance with generally accepted principles of accounting and as specified by the State of Arkansas Law. Upon request, access **shall** be granted to State or Federal Government entities or any of their duly authorized representatives.
- Financial and accounting records **shall** be made available, upon request, to the State of Arkansas's designee(s) at any time during the contract period and any extension thereof, and for five (5) years from expiration date and final payment on the contract or extension thereof.
- Other sections of this *Bid Solicitation* may contain additional Requirements regarding record retention.

2.5 Price Escalation

- Price increases will be considered at the time of contract renewal.
- The vendor **must** provide to OSP a written request for the price increase. The request **must** include supporting documentation demonstrating that the increase in contract price is based on an increase in market price. OSP **shall** have the right to require additional information pertaining to the requested increase.
- Increases **shall not** be considered to increase profit or margins.
- OSP **shall** have the right to approve or deny the request.

2.6 Confidentiality

- The vendor, vendor's subsidiaries, and vendor's employees **shall** be bound to all laws and to all Requirements set forth in this *Bid Solicitation* concerning the confidentiality and secure handling of information of which they may become aware of during the course of providing services under a resulting contract.

- Consistent and/or uncorrected breaches of confidentiality may constitute grounds for cancellation of a resulting contract, and the State **shall** have the right to cancel the contract on these grounds.
- Previous sections of this *Bid Solicitation* may contain additional confidentiality Requirements.

2.7 Contract Interpretation

- Should the State and vendor interpret specifications differently, either party may request clarification. However if an agreement cannot be reached, the determination of the State **shall** be final and controlling.

2.8 Cancellation

- In the event the State no longer needs the service or commodity specified in the contract or purchase order due to program changes, changes in laws, rules, or regulations, relocation of offices, or lack of appropriated funding. The State **shall** give the vendor written notice of cancellation, specifying the terms and the effective date of contact termination. The effective date of termination **shall** be 30 days from the date of notification, unless a longer timeframe is specified in the notification.
- Upon default of a vendor, the State **shall** agree to pay only sums due for goods and services received and accepted up to cancellation of the contract.

2.9 Severability

- If any provision of the contract, including items incorporated by reference, is declared or found to be illegal, unenforceable, or void, then both the agency and the vendor **shall** be relieved of all obligations arising under such provision. If the remainder of the contract is capable of performance, it **shall not** be affected by such declaration or finding and **shall** be fully performed.

2.10 Background Checks

- Because Supplier will have physical or logical access to DHS federal background check information, Supplier agrees to enter into an Outsourcing Agreement found in the U.S. Department of Justice Criminal Justice Information Services (CJIS) Security Policy Section 5.1.1.7. This agreement will require Supplier to undergo training, implement certain policies and procedures, submit to periodic review by DHS, and maintain proper documentation.

- Supplier shall supply background investigations conducted during the process of evaluating whether an individual is an appropriate candidate for a role that requires access to internal DHS IT systems. Background investigations are an important part of IT personnel security. Verifying the backgrounds of these individuals who will have access to DHS internal IT systems and data through background investigations increases the likelihood that these individuals will adhere to the agency's IT security policies, standards, and procedures. This likelihood, in turn, facilitates the protection of agency IT systems and data commensurate with sensitivity and risk. The nature and scope of these background investigations will vary from role to role, within DHS.

- Supplier further agrees to comply with all provisions of the relevant Authorized User's then-current security procedures as are pertinent to Supplier's operation and which have been supplied to the Supplier by such Authorized User. Supplier Shall also comply with Ark. Code Ann. §§ 4-110-101 et esq. and all applicable federal, state and local laws and regulations. For any individual Authorized User location, security procedures may include but not be limited to: background checks, records verification, photographing, and fingerprinting of Suppliers' employees or agents. Supplier may, at any time, be required to execute and complete, for each individual Supplier employee or agent, additional forms which may include non-disclosure agreements to be signed by Supplier's employees or agents acknowledging that all Authorized User information with which such employees and agents come into contact while at the Authorized User site which confidential and proprietary. Any unauthorized release of proprietary or Personal inform by the supplier or an employee or agent of Supplier shall constitute a breach of its obligation under this Section and the Contract.

- Supplier shall immediately notify DHS and Authorized User, if applicable, of any Breach of Unencrypted and Unredacted Personal Information, as those terms in Ark. Code Ann. § 4-110-101 and other personal identifying information such as insurance data or date of birth, provided by DHS or Authorized User to Supplier. Supplier shall provide DHS the opportunity to participate in the investigation of the Breach and to exercise control over reporting the unauthorized disclosure, to the extent permitted by law.

- Because Supplier will have physical or logical access to DHS federal background check information, Supplier agrees to enter into an Outsourcing Agreement found in the U.S. Department of Justice Criminal Justice Information Services (CJIS) Security Policy Section 5.1.1.7. This agreement will require Supplier to undergo training, implement certain policies and procedures, submit to periodic review by DHS, and maintain proper documentation

2.11 Vendor's Acknowledgement of General Contractual Requirements

Please provide a signature stipulating the Vendor's acknowledgement of these General Contractual Requirements.

Print Name/Signature of Authorized Personnel	Date
Debasis Saha **Debasis Saha, Principal**	February 2, 2017

3.0 Standard Terms and Conditions

- **GENERAL**: Any special terms and conditions included in this solicitation **shall** override these Standard Terms and Conditions. The Standard Terms and Conditions and any special terms and conditions **shall** become part of any contract entered into if any or all parts of the bid are accepted by the State of Arkansas.
- **ACCEPTANCE AND REJECTION**: The State **shall** have the right to accept or reject all or any part of a bid or any and all bids, to waive minor technicalities, and to award the bid to best serve the interest of the State.
- **BID SUBMISSION**: Original Proposal Packets **must** be submitted to the Office of State Procurement on or before the date and time specified for bid opening. The Proposal Packet **must** contain all documents, information, and attachments as specifically and expressly required in the *Bid Solicitation*. The bid **must** be typed or printed in ink. The signature **must** be in ink. Unsigned bids **shall** be disqualified. The person signing the bid should show title or authority to bind his firm in a contract. Multiple proposals **must** be placed in separate packages and should be completely and properly identified. Late bids **shall not** be considered under any circumstances.
- **PRICES**: Bid unit price F.O.B. destination. In case of errors in extension, unit prices **shall** govern. Prices **shall** be firm and **shall not** be subject to escalation unless otherwise specified in the *Bid Solicitation*. Unless otherwise specified, the bid **must** be firm for acceptance for thirty days from the bid opening date. "Discount from list" bids are not acceptable unless requested in the *Bid Solicitation*.
- **QUANTITIES**: Quantities stated in a *Bid Solicitation* for term contracts are estimates only, and are not guaranteed. Vendor **must** bid unit price on the estimated quantity and unit of measure specified. The State may order more or less than the estimated quantity on term contracts. Quantities stated on firm contracts are actual Requirements of the ordering agency.
- **BRAND NAME REFERENCES**: Unless otherwise specified in the *Bid Solicitation*, any catalog brand name or manufacturer reference used in the *Bid Solicitation* is descriptive only, not restrictive, and used to indicate the type and quality desired. Bids on brands of like nature and quality will be considered. If bidding on other than referenced specifications, the bid **must** show the manufacturer, brand or trade name, and other descriptions, and should include the manufacturer's illustrations and complete descriptions of the product offered. The State **shall** have the right to determine whether a substitute offered is equivalent to and meets the standards of the item specified, and the State may require the vendor to supply additional descriptive material. The vendor **shall** guarantee that the product offered will meet or exceed specifications identified in this *Bid Solicitation*. Vendors not bidding an alternate to the referenced brand name or manufacturer **shall** be required to furnish the product according to brand names, numbers, etc., as specified in the solicitation.
- **GUARANTY**: All items bid **shall** be newly manufactured, in first-class condition, latest model and design, including, where applicable, containers suitable for shipment and storage, unless otherwise indicated in the *Bid Solicitation*. The vendor hereby guarantees that everything furnished hereunder **shall** be free from defects in design, workmanship and material, that if sold by drawing, sample or specification, it **shall** conform thereto and **shall** serve the function for which it was furnished. The vendor **shall** further guarantee that if the items furnished hereunder are to be installed by the

vendor, such items **shall** function properly when installed. The vendor **shall** guarantee that all applicable laws have been complied with relating to construction, packaging, labeling and registration. The vendor's obligations under this paragraph **shall** survive for a period of one year from the date of delivery, unless otherwise specified herein.

- **SAMPLES**: Samples or demonstrators, when requested, **must** be furnished free of expense to the State. Each sample should be marked with the vendor's name and address, bid or contract number and item number. If requested, samples that are not destroyed during reasonable examination will be returned at vendor's expense. After reasonable examination, all demonstrators will be returned at vendor's expense.
- **TESTING PROCEDURES FOR SPECIFICATIONS COMPLIANCE**: Tests may be performed on samples or demonstrators submitted with the bid or on samples taken from the regular shipment. In the event products tested fail to meet or exceed all conditions and Requirements of the specifications, the cost of the sample used and the reasonable cost of the testing **shall** be borne by the vendor.
- **AMENDMENTS**: Vendor's proposals cannot be altered or amended after the bid opening except as permitted by regulation.
- **TAXES AND TRADE DISCOUNTS**: Do not include State or local sales taxes in the bid price. Trade discounts should be deducted from the unit price and the net price should be shown in the bid.
- **AWARD**: Term Contract: A contract award will be issued to the successful vendor. It results in a binding obligation without further action by either party. This award does not authorize shipment. Shipment is authorized by the receipt of a purchase order from the ordering agency. Firm Contract: A written State purchase order authorizing shipment will be furnished to the successful vendor.
- **DELIVERY ON FIRM CONTRACTS**: This solicitation shows the number of days to place a commodity in the ordering agency's designated location under normal conditions. If the vendor cannot meet the stated delivery, alternate delivery schedules may become a factor in an award. The Office of State Procurement **shall** have the right to extend delivery if reasons appear valid. If the date is not acceptable, the agency may buy elsewhere and any additional cost **shall** be borne by the vendor.
- **DELIVERY REQUIREMENTS**: No substitutions or cancellations are permitted without written approval of the Office of State Procurement. Delivery **shall** be made during agency work hours only 8:00 a.m. to 4:30 p.m. Central Time, unless prior approval for other delivery has been obtained from the agency. Packing memoranda **shall** be enclosed with each shipment.
- **STORAGE**: The ordering agency is responsible for storage if the contractor delivers within the time required and the agency cannot accept delivery.
- **DEFAULT**: All commodities furnished **shall** be subject to inspection and acceptance of the ordering agency after delivery. Back orders, default in promised delivery, or failure to meet specifications **shall** authorize the Office of State Procurement to cancel this contract or any portion of it and reasonably purchase commodities elsewhere and charge full increase, if any, in cost and handling to the defaulting contractor. The contractor **must** give written notice to the Office of State Procurement and ordering agency of the reason and the expected delivery date. Consistent failure to meet delivery without a valid reason may cause removal from the vendors list or suspension of eligibility for award.

- **VARIATION IN QUANTITY**: The State assumes no liability for commodities produced, processed or shipped in excess of the amount specified on the agency's purchase order.
- **INVOICING**: The contractor **shall** be paid upon the completion of all of the following: (1) submission of an original and the specified number of copies of a properly itemized invoice showing the bid and purchase order numbers, where itemized in the *Bid Solicitation*, (2) delivery and acceptance of the commodities and (3) proper and legal processing of the invoice by all necessary State agencies. Invoices **must** be sent to the "Invoice To" point shown on the purchase order.
- **STATE PROPERTY**: Any specifications, drawings, technical information, dies, cuts, negatives, positives, data or any other commodity furnished to the contractor hereunder or in contemplation hereof or developed by the contractor for use hereunder **shall** remain property of the State, **shall** be kept confidential, **shall** be used only as expressly authorized, and **shall** be returned at the contractor's expense to the F.O.B. point provided by the agency or by OSP. Vendor **shall** properly identify items being returned.
- **PATENTS OR COPYRIGHTS**: The contractor shall indemnify and hold the State harmless from all claims, damages and costs including attorneys' fees, arising from infringement of patents or copyrights.
- **ASSIGNMENT**: Any contract entered into pursuant to this solicitation **shall not** be assignable nor the duties thereunder delegable by either party without the written consent of the other party of the contract.
- **CLAIMS**: Any claims the Contractor may assert under this Agreement shall be brought before the Arkansas State Claims Commission ("Commission"), which shall have exclusive jurisdiction over any and all claims that the Contactor may have arising from or in connection with this Agreement. Unless the Contractor's obligations to perform are terminated by the State, the Contractor shall continue to provide the Services under this Agreement even in the event that the Contractor has a claim pending before the Commission.
- **CANCELLATION**: In the event the State no longer needs the commodities or services specified for any reason, (e.g., program changes; changes in laws, rules or regulations; relocation of offices; lack of appropriated funding, etc.), the State **shall** have the right to cancel the contract or purchase order by giving the vendor written notice of such cancellation thirty (30) days prior to the date of cancellation.
- Any delivered but unpaid for goods will be returned in normal condition to the contractor by the State. If the State is unable to return the commodities in normal condition and there are no funds legally available to pay for the goods, the contractor may file a claim with the Arkansas Claims Commission under the laws and regulations governing the filing of such claims. If upon cancellation the contractor has provided services which the State has accepted, the contractor may file a claim. **NOTHING IN THIS CONTRACT SHALL BE DEEMED A WAIVER OF THE STATE'S RIGHT TO SOVEREIGN IMMUNITY.**
- **DISCRIMINATION**: In order to comply with the provision of Act 954 of 1977, relating to unfair employment practices, the vendor agrees that: (a) the vendor **shall not** discriminate against any employee or applicant for employment because of race, sex, color, age, religion, handicap, or national origin; (b) in all solicitations or advertisements for employees, the vendor **shall** state that all qualified applicants **shall** receive consideration without regard to race, color, sex, age, religion, handicap, or national

origin; (c) the vendor will furnish such relevant information and reports as requested by the Human Resources Commission for the purpose of determining compliance with the statute; (d) failure of the vendor to comply with the statute, the rules and regulations promulgated thereunder and this nondiscrimination clause **shall** be deemed a breach of contract and it may be cancelled, terminated or suspended in whole or in part; (e) the vendor **shall** include the provisions of above items (a) through (d) in every subcontract so that such provisions **shall** be binding upon such subcontractor or vendor.

- **CONTINGENT FEE**: The vendor guarantees that he has not retained a person to solicit or secure this contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, except for retention of bona fide employees or bona fide established commercial selling agencies maintained by the vendor for the purpose of securing business.
- **ANTITRUST ASSIGNMENT**: As part of the consideration for entering into any contract pursuant to this solicitation, the vendor named on the Submission Cover Sheet (Template T-1, Cover Letter and Executive Summary) for this solicitation, acting herein by the authorized individual or its duly authorized agent, hereby assigns, sells and transfers to the State of Arkansas all rights, title and interest in and to all causes of action it may have under the antitrust laws of the United States or this State for price fixing, which causes of action have accrued prior to the date of this assignment and which relate solely to the particular goods or services purchased or produced by this State pursuant to this contract.
- **DISCLOSURE**: Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that order, **shall** be a material breach of the terms of this contract. Any contractor, whether an individual or entity, who fails to make the required disclosure or who violates any rule, regulation, or policy **shall** be subject to all legal remedies available to the agency.
- **SOFTWARE AND OWNERSHIP RIGHTS:** The State of Arkansas will have all ownership rights in any completed system including all software or modifications thereof and associated materials, work products, data, models, forms, source code, procedures, manuals, system descriptions, workflows, and other Intellectual Property developed by the Vendor(s) under this RFP and any resulting contract, with the exception of proprietary operating/vendor software packages which are provided at established catalog or market prices and sold or leased to the general public. All agencies of the federal government shall have a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use and to authorize others to use for Federal Government purposes, such software, modifications, and documentation in accordance with 45 CFR 95.617 and 45 CFR 95 Subpart F.

  The State of Arkansas reserves the right to use any and all ideas presented in a proposal unless the respondent presents a valid legal case that such ideas are trade secret or confidential information, and identifies the information as such in its proposal. A respondent may not object to the use of ideas that are not the respondent‘s intellectual property and so designated in the proposal that: (1) were known to State of Arkansas before the submission of the proposal, (2) were in the public domain through no fault of State of Arkansas, or (3) became properly known to State of Arkansas after proposal submission through other sources or through acceptance of the proposal
- **FNS REQUIRED FEDERAL PROVISIONS:**

  The Implementation contractor must comply with the following Federal provisions:

1. Executive Order 11246, entitled "Equal Employment Opportunity," as amended by Executive Order 11375, and as supplemented by the Department of Labor Regulations (41 CFR Part 60): The Executive Order prohibits federal contractors and federally-assisted construction contractors and subcontractors who do over $10,000 in Government business in one year from discriminating in employment decisions on the basis of race, color, religion, sex, or national origin. The Executive Order also requires Government contractors to take affirmative action to ensure that equal opportunity is provided in all aspects of their employment.
2. The Clean Air Act, Section 306:
    a. No Federal agency may enter into any contract with any person who is convicted of any offense under section 113(c) for the procurement of goods, materials, and services to perform such contract at any facility at which the violation which gave rise to such conviction occurred if such facility is owned, leased, or supervised by such person. The prohibition in the preceding sentence shall continue until the Administrator certifies that the condition giving rise to such a conviction has been corrected. For convictions arising under section 113(c)(2), the condition giving rise to the conviction also shall be considered to include any substantive violation of this Act associated with the violation of 113(c)(2). The Administrator may extend this prohibition to other facilities owned or operated by the convicted person.
    b. The Administrator shall establish procedures to provide all Federal agencies with the notification necessary for the purposes of subsection (a).
    c. In order to implement the purposes and policy of this Act to protect and enhance the quality of the Nation's air, the President shall, not more than 180 days after enactment of the Clean Air Amendments of 1970 cause to be issued an order (1) requiring each Federal agency authorized to enter into contracts and each Federal agency which is empowered to extend Federal assistance by way of grant, loan, or contract to effectuate the purpose and policy of this Act in such contracting or assistance activities, and (2) setting forth procedures, sanctions, penalties, and such other provisions, as the President determines necessary to carry out such requirement.
    d. The President may exempt any contract, loan, or grant from all or part of the provisions of this section where he determines such exemption is necessary in the paramount interest of the United States and he shall notify the Congress of such exemption.
    e. The President shall annually report to the Congress on measures taken toward implementing the purpose and intent of this section, including but not limited to the progress and problems associated with implementation of this section. [42 U.S.C. 7606]
3. The Clean Water Act:
    a. No Federal agency may enter into any contract with any person who has been convicted of any offense under Section 309(c) of this Act for the procurement of goods, materials, and services if such contract is to be performed at any facility at which the violation which gave rise to such conviction occurred, and if such facility is owned, leased, or supervised by such person. The prohibition in

preceding sentence shall continue until the Administrator certifies that the condition giving rise to such conviction has been corrected.

b. The Administrator shall establish procedures to provide all Federal agencies with the notification necessary for the purposes of subsection (a) of this section.

c. In order to implement the purposes and policy of this Act to protect and enhance the quality of the Nation's water, the President shall, not more than 180 days after the enactment of this Act, cause to be issued an order:

(1) requiring each Federal agency authorized to enter into contracts and each Federal agency which is empowered to extend Federal assistance by way of grant, loan, or contract to effectuate the purpose and policy of this Act in such contracting or assistance activities, and

(2) setting forth procedures, sanctions, penalties, and such other provisions, as the President determines necessary to carry out such requirement.

d. The President may exempt any contract, loan, or grant from all or part of the provisions of this section where he determines such exemption is necessary in the paramount interest of the United States and he shall notify the Congress of such exemption.

e. The President shall annually report to the Congress on measures taken in compliance with the purpose and intent of this section, including, but not limited to, the progress and problems associated with such compliance.

f. (1) No certification by a contractor, and no contract clause, may be required in the case of a contract for the acquisition of commercial items in order to implement a prohibition or requirement of this section or a prohibition or requirement issued in the implementation of this section.

(2) In paragraph (1), the term "commercial item" has the meaning given such term in section 4(12) of the Office of Federal Procurement Policy Act (41 U.S.C. 403(12)).

4. The Anti-Lobbying Act: This Act prohibits the recipients of federal contracts, grants, and loans from using appropriated funds for lobbying the Executive or Legislative Branches of the federal government in connection with a specific contract, grant, or loan. As required by Section 1352, Title 31 of the U.S. Code and implemented at 34 CFR Part 82 for persons entering into a grant or cooperative agreement over $100,000, as defined at 34 CFR Part 82, Section 82.105 and 82.110, the applicant certifies that:

a. No federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the making of any federal grant, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal grant or cooperative agreement;

b. If any funds other than federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an

employee of a member of Confess in connection with this federal grantor o cooperative agreement, the undersigned shall complete and submit Standard Form – LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions;

c. The undersigned shall require that the language of this certification be include in the award documents for all sub-awards at all tiers (including sub-grants, contracts under grants and cooperative agreements, and subcontracts) and that all sub-recipients shall certify and disclose accordingly.

5. Americans with Disabilities Act: This Act (28 CFR Part 35, Title II, Subtitle A) prohibits discrimination on the basis of disability in all services, programs, and activities provided to the public by State and local governments, except public transportation services.

6. Drug Free Workplace Statement: The Federal government implemented the Drug Free Workplace Act of 1988 in an attempt to address the problems of drug abuse on the job. It is a fact that employees who use drugs have less productivity, a lower quality of work, and a higher absenteeism, and are more likely to misappropriate funds or services. From this perspective, the drug abuser may endanger other employees, the public at large, or themselves. Damage to property, whether owned by this entity or not, could result from drug abuse on the job. All these actions might undermine public confidence in the services this entity provides. Therefore, in order to remain a responsible source for government contracts, the following guidelines have been adopted:

   a. The unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited in the work place.

   b. Violators may be terminated or requested to seek counseling from an approved rehabilitation service.

   c. Employees must notify their employer of any conviction of a criminal drug statue no later than five days after such conviction.

   d. Although alcohol is not a controlled substance, it is nonetheless a drug. It is the policy of the Arkansas Department of Health WIC Program that abuse of this drug will also not be tolerated in the workplace.

   e. Contractors of federal agencies are required to certify that they will provide drug-free workplaces for their employees.

7. Debarment, suspension, and other responsibility matters: As required by Executive Order 12549, Debarment and Suspension, and implemented at 34 CFR Part 85, for prospective participants in primary covered transactions, as defined at 34 CFR Part 85, Sections 85.105 and 85.110.

   a. The applicant certifies that it and its principals:

      (1) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal department or agency;

      (2) Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or

performing a public (federal, state, or local) transaction or contract under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

(3) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and

(4) Have not within a three-year period preceding this application had one or more public transactions (federal, state, or local) terminated for cause or default.

b. Where the applicant is unable to certify to any of the statements in this certification, he or she shall attach an explanation to this application.

8. The federal government reserves a royalty-free, non-exclusive, and irrevocable license to reproduce, publish, or otherwise use, and to authorize others to use, for federal government purposes, the copyright in any work developed under a grant, sub-grant, or contract under a grant or sub-grant or any rights of copyright to which a contractor purchases ownership.

3.1 Vendor's Acknowledgement of Standard Terms and Conditions

Please provide a signature stipulating the Vendor's acknowledgement of these Terms & Conditions.

Print Name/Signature of Authorized Personnel	Date
Debasis Saha, Principal	February 2, 2017

4.0 Forms Required

The below listed forms which the Vendor must submit as part of the Proposal and the Contract award process. The actual Forms are available in the Procurement Library in an editable format.

4.1 Mandatory Forms Due at Proposal Submission

The Mandatory forms due at proposal submission must completed and included as part of the Vendor's proposal. The table below lists all of the mandatory forms which must be submitted as part of the Vendor's proposal. The Vendor must complete each of the forms and provide a copy below the table.

The Vendor must complete submitted as directed with wet signatures.

FORM ID	FORM NAME	COMMENTS
	Proposed Subcontractor's Form	See Section 2.3.2 of the RFP. The form is located in the Procurement Library and on the OSP Website
EO-98-04	Disclosure Form	See Section 2.5.17 of the RFP. The form is located in the Procurement Library and on the OSP Website.
	Copy of Vendor's Equal Opportunity Policy	See Section 2.5.9 of the RFP.
	Voluntary Product Accessibility Template (VPAT)	See Section 2.5.12 of the RFP.

On the following pages, we have provided each required form or response.

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Proposed Subcontractors Form

PROPOSED SUBCONTRACTORS FORM

- ***Do not*** *include additional information relating to subcontractors on this form or as an attachment to this form.*

VENDOR PROPOSES TO USE THE FOLLOWING SUBCONTRACTOR(S) TO PROVIDE SERVICES.

Type or Print the following information

Subcontractor's Company Name	Street Address	City, State, ZIP
n/a		

☒ **VENDOR DOES NOT PROPOSE TO USE SUBCONTRACTORS TO PERFORM SERVICES.**

By signature below, vendor agrees to and **shall** fully comply with all Requirements related to subcontractors as shown in the bid solicitation.

Authorized Signature: Debasis Saha
Use Ink Only.

Printed/Typed Name: Debasis Saha **Date:** February 2, 2017

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Executive Order Disclosure Form (E0-98-04)

Deloitte Consulting is a partnership and no individual partners/principals own more than a 10% interest. Therefore, we have included a signed copy of the Executive Order Disclosure Form, but have indicated that the disclosures are not applicable.

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CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM

Failure to complete all of the following information may result in a delay in obtaining a contract, lease, purchase agreement, or grant award with any Arkansas State Agency.

SUBCONTRACTOR: SUBCONTRACTOR NAME:

☐ Yes ☒ No

TAXPAYER ID NAME: IS THIS FOR: ☐ Goods? ☐ Services? ☐ Both?

YOUR LAST NAME: FIRST NAME: M.I.:

ADDRESS:

CITY: STATE: ZIP CODE: COUNTRY:

AS A CONDITION OF OBTAINING, EXTENDING, AMENDING, OR RENEWING A CONTRACT, LEASE, PURCHASE AGREEMENT, OR GRANT AWARD WITH ANY ARKANSAS STATE AGENCY, THE FOLLOWING INFORMATION MUST BE DISCLOSED:

FOR INDIVIDUALS*

Indicate below if: you, your spouse or the brother, sister, parent, or child of you or your spouse *is* a current or former: member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee:

Position Held	Mark (√)		Name of Position of Job Held [senator, representative, name of board/ commission, data entry, etc.]	For How Long?		What is the person(s) name and how are they related to you? [i.e., Jane Q. Public, spouse, John Q. Public, Jr., child, etc.]	
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Relation
General Assembly							
Constitutional Officer							
State Board or Commission Member							
State Employee							

☒ None of the above applies

FOR AN ENTITY (BUSINESS)*

Indicate below if any of the following persons, current or former, hold any position of control or hold any ownership interest of 10% or greater in the entity: member of the General Assembly, Constitutional Officer, State Board or Commission Member, State Employee, or the spouse, brother, sister, parent, or child of a member of the General Assembly, Constitutional Officer, State Board or Commission Member, or State Employee. Position of control means the power to direct the purchasing policies or influence the management of the entity.

Position Held	Mark (√)		Name of Position of Job Held [senator, representative, name of board/commission, data entry, etc.]	For How Long?		What is the person(s) name and what is his/her % of ownership interest and/or what is his/her position of control?		
	Current	Former		From MM/YY	To MM/YY	Person's Name(s)	Ownership Interest (%)	Position of Control
General Assembly								
Constitutional Officer								
State Board or Commission Member								
State Employee								

☒ None of the above applies

Contract and Grant Disclosure and Certification Form

Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this contract. Any contractor, whether an individual or entity, who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the agency.

As an additional condition of obtaining, extending, amending, or renewing a contract with a *state agency* I agree as follows:

1. Prior to entering into any agreement with any subcontractor, prior or subsequent to the contract date, I will require the subcontractor to complete a CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM. Subcontractor shall mean any person or entity with whom I enter an agreement whereby I assign or otherwise delegate to the person or entity, for consideration, all, or any part, of the performance required of me under the terms of my contract with the state agency.

2. I will include the following language as a part of any agreement with a subcontractor:

   Failure to make any disclosure required by Governor's Executive Order 98-04, or any violation of any rule, regulation, or policy adopted pursuant to that Order, shall be a material breach of the terms of this subcontract. The party who fails to make the required disclosure or who violates any rule, regulation, or policy shall be subject to all legal remedies available to the contractor.

3. No later than ten (10) days after entering into any agreement with a subcontractor, whether prior or subsequent to the contract date, I will mail a copy of the CONTRACT AND GRANT DISCLOSURE AND CERTIFICATION FORM completed by the subcontractor and a statement containing the dollar amount of the subcontract to the state agency.

I certify under penalty of perjury, to the best of my knowledge and belief, all of the above information is true and correct and that I agree to the subcontractor disclosure conditions stated herein.

Signature Debasis Saha Title Principal Date 02/02/2017

Vendor Contact Person Debasis Saha Title Principal Phone No. 1 916 548 3319

Agency use only

Agency Number _____ Agency Name _____ Agency Contact Person _____ Contact Phone No. _____ Contract or Grant No. _____

Reset Form Print Form

Copy of Vendor's Equal Opportunity Policy

Deloitte LLP and its subsidiaries are equal opportunity employers. Deloitte recruits, employs, trains, compensates, and promotes without regard to race, religion, creed, color, citizenship, national origin, age, gender, gender identity/expression, sexual orientation, marital status, disability, veteran status, or any other legally protected basis, in accordance with applicable federal, state, or local law.

Deloitte makes reasonable attempts to accommodate the expression of religious beliefs, as long as that expression does not harass or intimidate coworkers or place an undue hardship on its business.

As a federal contractor, Deloitte also provides an affirmative action program for minorities, women, disabled and Vietnam-era veterans, and persons with disabilities.

In response to a request from a qualified individual with a disability, Deloitte will make a reasonable accommodation that would allow that individual to perform the essential functions of his or her job, unless doing so would create undue hardship on its business.

Deloitte provides equality of benefits between their respective personnel with spouses and their personnel with domestic partners (same or opposite sex), between spouses of their personnel and domestic partners of their personnel, and between dependents and family members of spouses and dependents and family members of domestic partners in accordance with federal, state, or local laws, rules, or regulations, and Deloitte's administrative practices. If Deloitte offers or makes available a benefit that covers, applies to, or is made available to or for the benefit of spouses of its personnel, such benefit is deemed to cover, apply to, or be available to or for the benefit of domestic partners of its personnel, unless disallowed by law.

Voluntary Product Accessibility Template (VPAT)

We do not have a plan to make our accessibility policy or other accessibility information publically available.

4.2 Mandatory Forms Due Prior to Contract Award

The table below lists the forms which will be required after proposal submission but before contract award.

FORM ID	FORM NAME	COMMENTS
	Illegal Immigrant's Certification	See Section 2.5.10 of the RFP. The Vendor must certify online at www.arkansas.gov/dfa/procurement
	Vendor Registration	In order to receive payment under any contract award, Vendor must register with DFA online at https://www.ark.org/vendor/index.html

4.2.1 Vendor's Commitment to Submit Forms Requirements

Please provide a signature stipulating the Vendor's commits to submit all required Forms listed in Section 4.2.

Print Name/Signature of Authorized Personnel	Date
Debasis Saha **Debasis Saha, Principal**	February 2, 2017

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5.0 Clarifications

The Vendor may provide in the Table clarifications to requirements or terms in this RFP or may state "No Clarifications." If no Proposal Clarifications Summary Form is included, the Vendor is indicating that it provided no clarification to any item in this RFP document. If clarifications are not noted in the RFP but raised during contract negotiations, OSP and DHS reserve the right to cancel the negotiation. OSP and DHS reserve the right to reject any Proposals, including those with clarifications, prior to and at any time during negotiations.

1. Unless specifically disallowed on any specification herein, the Vendor may provide clarification to any point within Section 3 of the main RFP or Template 6, including a specification denoted as mandatory, as long as the following are true:
    a. The specification is not a matter of State law;
    b. The Proposal still meets the intent of the RFP;
    c. A Proposal Clarifications Summary Form is included with Vendor's Proposal; and
    d. The clarification is clearly explained, along with any alternative or substitution the Vendor proposes to address the intent of the specification on the Proposal Clarifications Summary Form. Clarifications shall not be allowed for any other section or template corresponding to this RFP.
2. The Vendor has no obligation to provide items to which a clarification has been taken. OSP and DHS have no obligation to accept any clarification. During the proposal evaluation and/or contract negotiation process, the Vendor and OSP and DHS will discuss each clarification and take one (1) of the following actions:
    a. The Vendor will withdraw the clarification and meet the specification in the manner prescribed;
    b. OSP and DHS will determine that the clarification neither poses significant risk to the Engagement nor undermines the intent of the RFP and will accept the clarification;
    c. OSP, DHS and the Vendor will agree on compromise language dealing with the clarification and will insert same into the Contract; or,
    d. None of the above actions is possible, and OSP and DHS either disqualifies the Vendor's Proposal or withdraws the award and proceeds to the next ranked Vendor.
3. Should OSP, DHS and the Vendor reach a successful agreement, DHS will sign adjacent to each clarification which is being accepted or submit a formal written response to the Proposal Clarifications Summary responding to each of the Vendor's clarification. The Proposal Clarifications Summary, with those clarifications approved by DHS, will become a part of any Contract on acquisitions made under this RFP.
4. A clarification will be accepted or rejected at the sole discretion of OSP and DHS.
5. OSP and DHS desire to award this RFP to a Vendor with whom there is a high probability of establishing a mutually agreeable Contract. As such, Vendors whose Proposals reflect a substantial number of material clarifications to this RFP may place

themselves at a comparative disadvantage in the evaluation process or risk disqualification of their proposals.

Instructions: In the following table, list and clearly explain any exceptions for all RFP Sections, Supplements and Exhibits. Add rows as appropriate. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Table 1. Proposal Clarifications Summary Form

RFP REFERENCE	VENDOR PROPOSAL REFERENCE	BRIEF EXPLANATION OF CLARIFICATION
(Reference specific point to which clarification is needed)	*(Page, section, items in Vendor's Proposal where clarification is explained)*	*(Short description of clarification being made)*
1. Pg. 94, RFP Section 3.8. Changes to the SLRs.	The clarification should be made in the final contract documents (given the subject matter and the structure of the RFP term, we did not unilaterally change it in our proposal).	Changes to the SLRs, including modification of existing SLRS or the addition of new SLRs should be done via mutual written agreement.
2. RFP Section 3.8. Clarifications to the Performance Standards and Associated Remedies section.	The following clarifications should made in the final contract documents (given the subject matter and the structure of the RFP terms, we did not unilaterally change those sections in our proposal): • Pg. 95, item #4, we request further clarification to the effect that: existing application noncompliance/defects, including third party products, will not trigger a penalty and are recognized as beyond vendor's control. • Where an event/incident causes noncompliance with more than one SLR, only one SLR penalty will be applied. • Where an event/incident causes noncompliance with more than one SLR, only one SLR penalty will be applied.	• We believe our request is already within the intent/scope of #4 and request it be confirmed in the final contract documents. • Consistent with our experience and industry practice, one SLR should apply to an incident/event in order to avoid a punitive result. This should be confirmed in the final contract documents. • We are supportive of the provision but want to confirm its application across the SLRs. We believe our request may already be within the intent/scope of this section and request it be confirmed in the final contract documents.

RFP REFERENCE	VENDOR PROPOSAL REFERENCE	BRIEF EXPLANATION OF CLARIFICATION
(Reference specific point to which clarification is needed)	*(Page, section, items in Vendor's Proposal where clarification is explained)*	*(Short description of clarification being made)*
3. RFP Section 3.4 concerning the State's responsibilities.	Deloitte Consulting's performance is dependent upon the timely and effective satisfaction of DHS's responsibilities hereunder and timely decisions and approvals of DHS in connection with the ISS. Deloitte Consulting shall be entitled to rely on all decisions and approvals of DHS.	This clarification recognizes that vendor has dependencies on the State and should those dependencies not be achieved, the vendor may be impacted. This clarification further recognizes that vendor is entitled to rely upon DHS decisions and approvals.

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Template T-10

RFP Response Checklist

RFP #: SP-17-0006

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2.0 Vendor Attachments 3

List of Tables

Table 1. Vendor General Requirements 1
Table 2. Vendor Package 1 Checklist 1
Table 3. Vendor Package 2 Checklist 2
Table 4. Vendor Attachment Checklist 3

1.0 Vendor Response Checklist

The Vendor should complete the following Tables to verify that all the RFP response requirements have been completed as instructed. The Vendor should provide specific references to Proposal locations (e.g., section and page numbers) for each Template included. During the evaluation process, OSP will perform an initial review of the Proposals to confirm these are included. If the items identified in this checklist are not included, the Proposal may be disqualified.

Instructions: Complete the following Table. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Table 1. Vendor General Requirements

PROPOSAL RESPONSE ITEM	COMPLETED AND PROVIDED AS INSTRUCTED?	
Vendor's Proposal's stamped date meets date and time specified in the RFP	YES ☒	NO ☐
Proposal is sealed	YES ☒	NO ☐
Technical Proposal and Cost Proposal are sealed in separate envelopes or boxes within the "Sealed Bid." Each Proposal should be clearly marked "Technical Proposal" or "Cost Proposal"	YES ☒	NO ☐
Minimum Mandatory Requirements – The Vendor has documented proof that it meets the minimum mandatory requirements outlined in the RFP.	YES ☒	NO ☐

Table 2. Vendor Package 1 Checklist

SECTION / TEMPLATE	PROPOSAL RESPONSE ITEM	COMPLETED AND PROVIDED AS INSTRUCTED?		REFERENCE TO PROPOSAL RESPONSE SECTION
T-1	Cover Letter and Executive Summary	YES ☒	NO ☐	Binder 1, Tab 1
T-2	Vendor Experience	YES ☒	NO ☐	Binder 1, Tab 2
T-3	Vendor References	YES ☒	NO ☐	Binder 1, Tab 3
T-4	Vendor Project Organization and Staffing	YES ☒	NO ☐	Binder 1, Tab 4
T-5	Staff Experience	YES ☒	NO ☐	Binder 1, Tab 5
T-6	ISS Requirements	YES ☒	NO ☐	Binder 1, Tab 6
T-7	ISS Requirements Approach	YES ☒	NO ☐	Binder 1, Tab 7

SECTION / TEMPLATE	PROPOSAL RESPONSE ITEM	COMPLETED AND PROVIDED AS INSTRUCTED?		REFERENCE TO PROPOSAL RESPONSE SECTION
T-8	Work Plan	YES ☒	NO ☐	Binder 1, Tab 8
T-9	Terms and Conditions	YES ☒	NO ☐	Binder 1, Tab 9
T-9	Proposed Subcontractor's Form	YES ☒	NO ☐	Binder 1, Tab 9, page 17
T-9	Disclosure Form	YES ☒	NO ☐	Binder 1, Tab 9, page 21
T-9	EEO Policy	YES ☒	NO ☐	Binder 1, Tab 9, page 23
T-9	VPAT	YES ☒	NO ☐	Binder 1, Tab 9, page 24
T-10	RFP Response Checklist	YES ☒	NO ☐	Binder 1, Tab 10

Table 3. Vendor Package 2 Checklist

SECTION / TEMPLATE	PROPOSAL RESPONSE ITEM	COMPLETED AND PROVIDED AS INSTRUCTED?		REFERENCE TO PROPOSAL RESPONSE SECTION
C-1	Cost Workbook	YES ☒	NO ☐	Binder 2 – Cost Proposal, page 3

2.0 Vendor Attachments

The Vendor should identify all attachments that are part of the Technical or Cost Proposals. The Vendor should provide specific references to Proposal locations (e.g., section and page numbers) for each attachment included. All attachments must be included in both soft and hard Proposal copies.

Instructions: Complete the following Table with any attachments to the Technical or Cost Proposals. Add rows as necessary. Do not change any of the completed cells. Any changes to the completed cells could lead to the disqualification of the Proposal.

Table 4. Vendor Attachment Checklist

ATTACHMENT ID	ATTACHMENT NAME	ATTACHMENT PROVIDED?		REFERENCE TO PROPOSAL RESPONSE SECTION
T-2	Financial Capacity Information Template T-2 – 3.2	YES ☒	NO ☐	Binder 1, Tab 2, section 3.2, page 47 Separate USB drive
T-8	T-8_Work Plan (Attachment).mpp	YES ☒	NO ☐	Binder 1, Tab 8, page 7 Electronic version
C-0	C-0_Cost Narrative	YES ☒	NO ☐	Binder 2, Cost Proposal page 1

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Team Member Name:	Sanjeev Sethi				
ADDITIONAL REFERENCES					
ADDITIONAL REFERENCE 1					
Client Name	ISAWS (Interim Statewide Automated Welfare System)				
Client Point of Contact	Mary Margaret Wilson				
Client Address	8810 Cal Center Drive #300, Sacramento, CA 95825				
Client Phone	(916) 997-7989				
Client Email	mmwilson@sco.ca.gov				
# of Employees	100	**Public Sector (Y/N)?**	Y	**Project Name and Description**	ISAWS – Automated Integrated Eligibility System
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	03/2000		**End (MM/YYYY)**	04/2001
Project Scope	The ISAWS application was a mainframe-based transaction processing system used to provide public assistance and medical programs benefits to the underprivileged in 35 counties of California. The application determined eligibility and computes benefit automatically and consistently. Online interactive data entry and retrieval, combined with help screens, allowed the caseworker to determine benefits without doing a manual budget. Management and statistical reports were generated by the ISAWS application and a point in time relational database used for ISAWS Ad Hoc Reporting, provided tools for county management to comply with State and Federal reporting requirements, to plan and allocate resources, and to better evaluate their business practices. The ISAWS application also interacted with various state interface partners (including but not limited to MEDS, WDTIP, CCSAS) to provide an all-inclusive automated solution for delivering benefits. In addition, it includes a Three-Tier thin client server Welfare to Work application that supports the Welfare to Work program and interfaces with the ISAWS mainframe application. ISAWS included the following public assistance programs: • CalWORKs (California Work Opportunity and Responsibility to Kids) • Welfare to Work • County Medical Services Program (CMSP) • Foster Care • Refugee Cash Assistance (RCA) • Food Stamps, Public Assistance and Non-Assistance • Medi-Cal, including: ▪ Medicaid ▪ Transitional Medical Care (TMC) ▪ Qualified Medical Beneficiary (QMB) ▪ Sneede Court Case ▪ 1931 (B) ▪ Aged and Disabled (A&D) ▪ Pickle ▪ Income Disregard Program ▪ Continued Eligibility for Children (CEC) ▪ Former Foster Care Children (FFCC) ▪ Long Term Care (LTC)				

Staff Role on the Project	Application Manager				
ADDITIONAL REFERENCE 2					
Client Name	State of Connecticut Department of Social Services				
Client Point of Contact	Matt Robertson, ImpaCT Project Director for DSS				
Client Address	55 Farmington Avenue, Hartford, CT 06105				
Client Phone	(860) 424-5811 / (860) 263-1705				
Client Email	Matthew.Robertson@ct.gov				
# of Employees	200	**Public Sector (Y/N)?**	Y	**Project Name and Description**	ImpaCT Project – Integrated Eligibility System
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	01/2015		**End (MM/YYYY)**	Ongoing
Project Scope	Deloitte is responsible for the Design, Development, and Implementation for the Integrated Eligibility System for the Department of Social Services, State of Connecticut. The system includes a worker portal for the state workers to collect the citizen's data and determine eligibility. It also includes a citizen portal for the public users use to apply for public assistance benefits.				
Staff Role on the Project	Quality Assurance Director – Responsible for the overall project issues and risks identification, resolution and escalation.				

Team Member Name:	Nick Jivani				
ADDITIONAL REFERENCE 1					
Client Name	Washington Health Benefit Exchange				
Client Point of Contact	Vincent Barrailler				
Client Address	Washington Health Benefit Exchange 810 Jefferson St SE, Olympia, WA 98501				
Client Phone	(360) 688-1578				
Client Email	vincent.barrailler@wahbexchange.org				
# of Employees	100+	**Public Sector (Y/N)?**	Y	**Project Name and Description**	Washington HealthPlanFinder
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	01/2016		**End (MM/YYYY)**	Ongoing
Project Scope	Deloitte was selected to assist HBE with a two year implementation of the HPF that started in April 2012 and was released for production use on October 1, 2013. Post October 1, 2013, Deloitte is providing security and privacy maintenance and operation services.				
Staff Role on the Project	Security Manager				

Table 1. Staff Experience: Colin Stauffer

Team Member Name:	Colin Stauffer
Description of Skill Sets and Experience	Colin has 7 years of experience helping clients transform their business by leveraging business intelligence, information management and advanced analytics solutions to provide true visibility into performance and enable clients to transition into true insight driven organizations. He has delivered over 20 projects to state health and human services clients providing analytics solutions for integrated eligibility, child care, child welfare, TANF, SNAP, Medicaid, mental health & substance abuse, CHIP, long term care, developmental programs, and program integrity. He has seen firsthand the types of results that can be achieved when an organization embraces their data. As a result, he is passionate about the opportunities that exist to leverage the data assets of health and human services organizations to make better data driven decisions that improve the health and well-being of the citizens that they serve. In his 7 years of delivering business intelligence solutions, Colin has leveraged a variety of tools, including the Microsoft stack that DHS currently uses of the Microsoft stack (SQL Server, SSRS, SSIS, and SSAS), SAS and Oracle RDBMS. In addition, he has delivered projects using a variety of other information management tools such as Cognos, Tableau, Qlik View, QlikSense, Informatica, Netezza, and Oracle. For the past 4 years he has lead the business analytics shared services (BASS) group at the Department of Human Services at the Commonwealth of Pennsylvania that supports a similar EDW and reporting environment to what Arkansas currently leverages. The BASS group maintains and operates the EDW, ETL and reporting components that support 11 different program offices, source data from 60 different data sources, leverage over 300 ETL workflows (4,000 + individual mappings), and enable over 1,000 reporting objects (reports, OLAP cubes, ad hoc packages and dashboards) that provide business intelligence and reporting capabilities to the Pennsylvania Department of Human Services. These qualifications make Colin uniquely situated to oversee the initial transition, as well as help DHS navigate through the strategic opportunities to expand their business intelligence and analytics capabilities. **Summary:** • Over 7 years of experience delivering business intelligence, information management and advanced analytics solutions • Over 20 business intelligence and analytics solutions delivered across DHS programs: integrated eligibility, child care, child welfare, TANF, SNAP, Medicaid, mental health & substance abuse, CHIP, long term care, developmental programs, and program integrity

	• Leveraged a wide variety of technologies to address business needs, including Microsoft, Cognos, Tableau, Qlik View, QlikSense, Informatica, Netezza, and Oracle information management tools • Helped lead the business analytics shared services group (BASS) that maintains a similar EDW and reporting environment to what Arkansas currently leverages.		
Proposed Project Role for RFP SP-17-0006	Business Intelligence and Reporting Lead	**Subcontractor (Y/N)?**	N
Years' Experience in Role:	7 years		

REFERENCES					
REFERENCE 1					
Client Name	Pennsylvania Department of Human Services – PeopleStat				
Client Point of Contact	Charles Tyrrell – Director of PeopleStat PeopleStat is a group that interacts directly with the Secretary of DHS and the deputy secretaries that oversee the human services programs to drive business intelligence and reporting activities across all of DHS.				
Client Address	Commonwealth Ave and Forster Streets Health and Welfare Bldg., 3rd Floor Harrisburg PA 17105				
Client Phone	(717) 346-5446				
Client Email	ctyrrell@pa.gov				
# of Employees	5	**Public Sector (Y/N)?**	Y	**Project Name and Description**	DHS Interactive Data Visualizations
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	4/4/2016		**End (MM/YYYY)**	2/21/2017
Project Scope	In order to enhance analytics capabilities, gain better insights into performance drivers, and improve transparency in reporting, DHS developed a series of dashboards consolidated in a single cloud hosted data visualization solution called DHS Interactive. DHS Interactive is a business user focused solution that includes hundreds of KPIs and business metrics logically organized into 19 executive dashboards. The dashboards are aligned with DHS's business objectives and provide information needed to make important business and policy decisions. In addition, the cloud based information management platform provides data visualization capabilities in an efficient and scalable manner.				
Staff Role on the Project	Project Manager				
REFERENCE 2					
Client Name	Pennsylvania Department of Human Services – Office of Long Term Living				
Client Point of Contact	Kim Mankey – Senior Program Analyst				
Client Address	Forum Place, 6th Floor. Harrisburg PA, 17105				
Client Phone	+1-717-783-7363				

Client Email	kmankey@pa.gov				
# of Employees	6 state staff	**Public Sector (Y/N)?**	Y	**Project Name and Description**	Various initiatives including DHS Interactive
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	4/4/2016		**End (MM/YYYY)**	2/21/2017
Project Scope	Deloitte provides business intelligence and reporting capabilities to nearly every office in the Commonwealth of Pennsylvania Department of Human Services, including the Office of Long Term Living (OLTL) that provides long term care services to citizens through Medicaid waivers. Colin has been involved in numerous projects to provide OLTL with reporting capabilities over the past 4 years, most recently delivering 2 dashboards as part of the DHS Interactive implementation.				
Staff Role on the Project	Functional Manager				
REFERENCE 3					
Client Name	Pennsylvania Bureau of Information System – Enterprise Knowledge Management Services				
Client Point of Contact	Allan Trason – Chief of the Data Analysis Unit				
Client Address	DGS Annex Complex Willow Oak Building Harrisburg PA 17105-2675				
Client Phone	+1-717-783-2218				
Client Email	atrason@pa.gov				
# of Employees	≈20 state staff and contractors	**Public Sector (Y/N)?**	**Y**	**Project Name and Description**	Business Analytics Shared Services (BASS)
Date/Duration of Staff Involvement	**Start (MM/YYYY)**	3/3/2014		**End (MM/YYYY)**	Ongoing
Project Scope	Deloitte works directly with the Bureau of Information Systems (BIS) client staff to maintain and operate an enterprise data warehouse as well as provide business intelligence capabilities through canned reports, ad hoc packages, OLAP cubes and interactive dashboards. Deloitte began M&O support of the EDW and reporting capabilities in 1999 and today supports the extraction of data from over 60 data sources, maintains over 300 ETL workflows (4,000+ mappings) and supports over 1,000 reporting objects. The EDW supports the reporting needs over 11 different program offices and nearly every DHS program.				
Staff Role on the Project	Business Intelligence and Reporting Functional Manager				

INDIVIDUAL QUALIFICATIONS		
Certifications (if applicable)		
PMI/PMP	Member ID#: 1819064	
	Earned Date: 6/1/2015	Expiration Date: 5/31/2018

Table 2. Resume: Colin Stauffer

Colin Stauffer

Deloitte. HEALTH & HUMAN SERVICES

Proposed Role: Business Intelligence and Reporting Lead

Colin has 7 years of experience helping clients transform their business by leveraging business intelligence, information management and advanced analytics solutions to provide true visibility into performance and enable clients to transition into true insight driven organizations. He has delivered over 20 projects to state health and human services clients providing analytics solutions for integrated eligibility, child care, child welfare, TANF, SNAP, Medicaid, mental health & substance abuse, CHIP, long term care, developmental programs, and program integrity. He has seen firsthand the types of results that can be achieved when an organization embraces their data. As a result, he is passionate about the opportunities that exist to leverage the data assets of health and human services organizations to make better data driven decisions that improve the health and well-being of the citizens that they serve.

In his 7 years of delivering business intelligence solutions, Colin has leveraged a variety of tools, including the Microsoft stack that DHS currently uses of the Microsoft stack (SQL Server, SSRS, SSIS, and SSAS), SAS and Oracle RDBMS. In addition, he has delivered projects using a variety of other information management tools such as Cognos, Tableau, Qlik View, QlikSense, Informatica, Netezza, and Oracle.

For the past 4 years he has lead the business analytics shared services (BASS) group at the Department of Human Services at the Commonwealth of Pennsylvania that supports a similar EDW and reporting environment to what Arkansas currently leverages. The BASS group maintains and operates the EDW, ETL and reporting components that support 11 different program offices, source data from 60 different data sources, leverage over 300 ETL workflows (4,000 + individual mappings), and enable over 1,000 reporting objects (reports, OLAP cubes, ad hoc packages and dashboards) that provide business intelligence and reporting capabilities to the Pennsylvania Department of Human Services.

These qualifications make Colin uniquely situated to oversee the initial transition, as well as help DHS navigate through the strategic opportunities to expand their business intelligence and analytics capabilities.

Recent and Relevant Work Experience

Summary	
7	Years of experience delivering business intelligence, information management and advanced analytics solutions
20+	Business intelligence and analytics solutions delivered across DHS programs
✓	Experience working with a wide variety of business intelligence tools, including the stack at Arkansas: Microsoft (SQL Server, SSRS, SSIS, and SSAS), SAS and Oracle RDBMS
✓	Deep knowledge of maintaining and operating an EDW and reporting environment similar to what Arkansas currently leverages

Project:	Commonwealth of Pennsylvania Department of Human Services - DHS Interactive		
Project Role:	Project Manager	**Duration:**	April 4, 2016 – February 21, 2017
Size and Scope:	In order to enhance analytics capabilities, gain better insights into performance drivers, and improve transparency in reporting, DHS developed a series of dashboards consolidated in a single cloud hosted data visualization solution called DHS Interactive. DHS Interactive is a business user focused solution that includes hundreds of KPIs and business metrics logically organized into 19 executive dashboards. The dashboards are aligned with DHS's business objectives and provide information needed to make important business and policy decisions. In addition, the cloud based information management platform provides data visualization capabilities in an efficient and scalable manner.		

Description of Role and Responsibilities

- Worked closely with stakeholders across 11 program offices, the DHS executive reporting group and the DHS technical team (BIS) to define requirements and design a holistic solution consisting of 19 dashboards and almost 200 different indicators
- Led the project as the overall project manager to guide the delivery team through the requirements gathering, design, development, testing and implementation of the DHS Interactive solution
- Transitioned to the maintenance manager at the conclusion of the Production go-live to provide ongoing support to stakeholders

Project:	Commonwealth of Pennsylvania Department of Human Services – Business Analytics Shared Services		
Project Role:	Business Intelligence and Reporting Functional Manager	**Duration:**	March 2014 – Ongoing
Size and Scope:	Deloitte works directly with the Bureau of Information Systems (BIS) client staff to maintain and operate an enterprise data warehouse as well as provide business intelligence capabilities through canned reports, ad hoc packages, OLAP cubes and interactive dashboards. Deloitte began M&O support of the EDW and reporting capabilities in 1999 and today supports the extraction of data from over 60 data sources, maintains over 300 ETL workflows (4,000+ mappings) and supports over 1,000 reporting objects. The EDW supports the reporting needs over 11 different program offices and nearly every DHS program.		

Description of Role and Responsibilities

- Acted as the project manager for over 20 end-to-end business intelligence and reporting solutions that delivered enhanced reporting capabilities to program offices that oversee integrated eligibility, child care, child welfare, TANF, SNAP, Medicaid, mental health & substance abuse, CHIP, long term care, developmental programs, and program integrity
- Helped lead the BASS group, which maintains and operates the EDW, ETL and reporting components that support 11 different program offices, source data from 60 different data sources, leverage over 300 ETL workflows (4,000 + individual mappings), and enable over 1,000 reporting objects (reports, OLAP cubes, ad hoc packages and dashboards)
- Organized and led testing efforts across projects
- Acted as a maintenance manager for solutions that I oversaw during development
- Identified best practices around process improvement from a management perspective and actively integrated those best practices into our procedures and culture

Project:	Commonwealth of Pennsylvania Department of Human Services – Healthy PA		
Project Role:	Project Manager	**Duration:**	March 2014 – July 2015
Size and Scope:	A key component of the Affordable Care Act was the mandate to extend Medicaid to cover individuals under the age of 65 with incomes at or below 138% of the federal poverty level. Based on this mandate, Governor Corbett developed a Medicaid reform program known as Healthy PA. Healthy PA extended Medicaid coverage to a more then 500,000 low-income Pennsylvanian's as well as implemented Medicaid reforms focused on the promotion of personal responsibility and increasing access to private health insurers. In order to track the effectiveness of the Healthy PA program, the Department of Human Services (DHS) requested access to a series of KPIs to answer critical business questions, monitor/ track program enrollments, and gain additional transparency into health care operations. In order to achieve the goals of Medicaid Reform, the Healthy PA program introduced a number of changes to the way that Medicaid was delivered to Pennsylvania recipients, including: • Increasing access to health care coverage through a new Private Coverage Option. • Implementing work search activities to improve health outcomes in order to promote improved health conditions, as well as help individuals move out of poverty and become self-sufficient. • Implementing a unique incentive plan in the consumption of health care services that included introducing cost sharing and premium requirements in Medicaid. • Utilizing a health screening tool to help identify the benefit plan to best serve recipient needs and promote the utilization of necessary services and appropriate levels of care. Tracking the implementation and effectiveness of these initiatives required consolidating data from multiple locations in order to get visibility into what was actually happening. DHS leveraged the Enterprise Data Warehouse (EDW) to consolidate this information and develop a number of reporting capabilities to monitor if program goals and objectives were being achieved.		

Description of Role and Responsibilities

- Worked with a variety of Pennsylvania DHS stakeholders to understand the impact of the new program to both their operations and the constituents they serve to define the right reporting components to meet their needs

- Delivered 23 Cognos reports and 5 cubes to help monitor the performance of the Healthy PA program and determine if program goals and objectives were being achieved
- Managed a team of 11 ETL and report developers to deliver the reporting components on time and on budget
- Oversaw all testing activities for the newly built reporting objects, including internal and user acceptance testing

Educational Background including College Degrees and Institution Name(s) and Location(s)

- Bachelor of Science, Finance, Indiana University, Bloomington Indiana
- Masters of Science in Information Systems, Indiana University, Bloomington Indiana

Significant Certifications, Relevant Training and Honors

Project Management Professional Certification

Cost Proposal

RFP Reference: 2.4.2.2 Package 2 – Cost Proposal

This portion of the Proposal must include Template C-1 — Cost Workbook as described below. The Vendor must follow all of the instructions contained within the Response Template.

- Details the costs associated with the Proposal, including any assumptions that may affect them.

Deloitte is pleased to present our cost workbook to the State of Arkansas Department of Human Services (DHS). Our cost is based on our approach included in Volume 1 –Technical Proposal. We are prepared to discuss our Technical and Cost proposals and your questions, if any.

As required by the RFP, we have completed each table in the Excel spreadsheet in Template C-1 –Cost Workbook of the RFP.

We have stated assumptions upon which its pricing is being determined on Tab 10 of Template C-1 Cost Workbook.

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State of Arkansas Department of Human Services
Information Support Services
RFP #: SP-17-0006
Template C-1 - Cost Workbook

Introduction

This Template provides a structured approach for proposing the costs associated with delivering the ISS requirements. The Vendor must fill out all applicable worksheets and cells as described by the Template and individual worksheet instructions. This Template is the formal Cost Proposal for the Vendor's Proposal. The Vendor warrants that all costs associated with the services as requested in this RFP are included in this Template. Failure to adequately represent all costs as requested in this RFP may be grounds for Proposal disqualification at the sole discretion of DHS.

Where costs are requested on an annual basis, the year refers to the appropriate year of the Contract (i.e. Year 1 refers to the first year of the Contract rather than calendar or Federal fiscal year). Vendors must complete the Cost Proposal with the expected cost rate based on the anticipated Contract start date as stated in the RFP. However, should the Contract start date shift for any reason, DHS expects Vendors to honor the costs as stated in their Cost Proposal. DHS understands that the Contract will likely begin in the middle of a fiscal or calendar year. The awarded Contract will be aligned to appropriate calendar and/or fiscal years during Contract negotiations. The total bid cost is a firm fixed price Proposal and the determination of the Contract start date will not affect the total bid price.

This workbook contains cost information required for submission of a Proposal for the ISS Services in this RFP. The worksheets within this Response Template are listed below. **All worksheets must be completed. Any Proposals that do not provide complete cost information may be excluded from the competitive field.**

> Cells requiring Vendor data entry are highlighted in light-green to clearly indicate which cells are available for data entry.
> Cells that contain titles and formulas are marked in dark blue and gray highlight.
> Cells that are not applicable are marked in black highlight.
> Do NOT add, edit or adjust cells unless specifically requested to do so.
> It is the Vendor's responsibility to validate the integrity of the Cost Workbook formulas and links.

Key Assumptions:
* Vendors must abide by the deadlines detailed in the RFP.

Table of Contents

ID	Section Title	Description
	Introduction	**Cover Page, Instructions and Table of Contents**
1.	Cost Summary	Summary of the total proposed services costs
2.	Labor Rates	Worksheet for Vendor to itemize hourly rate structures for proposed Vendor/sub-contractor personnel
3.	ISS Applications M&O Transition Services	Worksheet for Vendor to itemize transition services costs
4	Provide M&O Services, Report Status and Assure Quality	Worksheet for Vendor to capture the cost of providing M&O services
5.	Implement Enhancements	Worksheet for Vendor to itemize the cost of implementing enhancements
6.	Support DHS' Business Intelligence, Analytics and Reporting Needs	Worksheet for Vendor to itemize BI/analytics/reporting support services
7.	As-Needed Services	Worksheet for Vendor to capture the costs of providing as-needed services
8.	Turn-Over	Worksheet for Vendor to itemize Turn-Over costs
9.	IT Operations Support Services (DHS Optional)	Worksheet for Vendor to provide help desk services, IT operations process support and applications operations support (DHS optional)
10.	Assumptions	Worksheet for Vendor to itemize all assumptions upon which its pricing is dependent

State of Arkansas Department of Human Services
Information Support Services
RFP #: SP-17-0006
Template C-1 - Cost Workbook

Cost Summary

The costs on this worksheet will be automatically calculated using the information entered in the other worksheets. It is the Vendor's responsibility to ensure that costs on this sheet reflects the full Proposal cost for the services outlined in the RFP.

Note: Services that are at DHS' discretion to purchase are reflected in Table 2 and not captured in the Total Cost Summary in Table 1. DHS expects Vendors to honor the costs provided should DHS decide to purchase.

Instructions: Do not edit any cells on this sheet. Prior to submission, confirm all costs reflect the Proposal cost total.

Table 1. Total Cost Summary		Ongoing Costs							
Task #	Description	Year 1	Year 2	Year 3	Year 4 (Optional)	Year 5 (Optional)	Year 6 (Optional)	Year 7 (Optional)	Total Ongoing Costs
Task 3	Provide M&O Services, Report Status and Assure Quality (16 Core Apps Only)	$8,579,906	$9,507,410	$9,507,410	$9,507,410	$9,507,410	$9,507,410	$9,507,410	**$65,624,365**
	Provide M&O Services, Report Status and Assure Quality (All Non-Core Apps)	$2,144,665	$2,144,665	$2,144,665	$2,144,665	$2,144,665	$2,144,665	$2,144,665	**$15,012,652**
	Facilities Costs	$1,356,000	$345,780	$352,560	$359,340	$366,120	$372,900	$381,036	**$3,533,736**
Task 4	Implement Enhancements	$6,687,610	$6,821,362	$6,957,918	$7,097,035	$7,239,018	$7,383,861	$7,531,613	**$49,718,416**
Task 5	Support DHS' Business Intelligence, Analytics and Reporting Needs	$2,456,464	$2,505,593	$2,555,703	$2,606,795	$2,658,947	$2,712,140	$2,766,355	**$18,261,996**
Task 6	Provisioning of Additional As-Needed Services	$1,337,600	$1,364,352	$1,391,647	$1,419,489	$1,447,886	$1,476,839	$1,506,381	**$9,944,194**
	"As Needed" Security Services	$495,000	$504,900						**$999,900**
Task 7	Turn-Over M&O Services							$1,678,573	**$1,678,573**
	Total Costs	**$23,057,244**	**$23,194,061**	**$22,909,902**	**$23,134,733**	**$23,364,045**	**$23,597,814**	**$25,516,033**	**$164,773,832**

Table 2. Total Cost Summary for Enhancements (DHS Optional)		Ongoing Costs							
Task #	Description	Year 1	Year 2	Year 3	Year 4 (Optional)	Year 5 (Optional)	Year 6 (Optional)	Year 7 (Optional)	Total Ongoing Costs
Task 1	ISS Applications M&O Transition Planning	$1,855,008							**$1,855,008**
Task 2	ISS Applications M&O Transition Services	$8,579,074							**$8,579,074**
Task 8	IT Operations Support Services (Optional)	$10,664,686	$9,449,743	$9,638,823	$9,831,599	$10,028,165	$10,316,237	$10,522,599	**$70,451,852**
	Total Costs	**$21,098,768**	**$9,449,743**	**$9,638,823**	**$9,831,599**	**$10,028,165**	**$10,316,237**	**$10,522,599**	**$80,885,934**

State of Arkansas Department of Human Services
Information Support Services
RFP #: SP-17-0006
Template C-1 - Cost Workbook

Labor Rates

The Tables in this worksheet shall be used to provide Vendor/subcontractor hourly labor rates for the various classifications and grades of personnel.

Table 1. Application M&O Hourly Rates - Used to calculate Tab 3 Transition Services, Tab 4 Application M&O and Tab 8 Turn-Over Costs

Staff Position	Composite Weight % (must equal 100%)	Hourly Rate Year 1	Composite Rate Year 1	Hourly Rate Year 2	Composite Rate Year 2	Hourly Rate Year 3	Composite Rate Year 3	Hourly Rate Year 4	Composite Rate Year 4	Hourly Rate Year 5	Composite Rate Year 5	Hourly Rate Year 6	Composite Rate Year 6	Hourly Rate Year 7	Composite Rate Year 7
Engagement Director/Executive	0.7%	$250.00	$2	$250.00	$2	$250.00	$2	$250.00	$2	$250.00	$2	$250.00	$2	$250.00	$2
Engagement Manager/Services Manager	1.4%	$220.00	$3	$220.00	$3	$220.00	$3	$220.00	$3	$220.00	$3	$220.00	$3	$220.00	$3
Technical Lead/Architect	1.8%	$140.00	$2	$140.00	$2	$140.00	$2	$140.00	$2	$140.00	$2	$140.00	$2	$140.00	$2
Junior Developers/Programmer	25.8%	$85.00	$22	$85.00	$22	$85.00	$22	$85.00	$22	$85.00	$22	$85.00	$22	$85.00	$22
Senior Developers/Programmer	3.5%	$110.00	$4	$110.00	$4	$110.00	$4	$110.00	$4	$110.00	$4	$110.00	$4	$110.00	$4
Junior Tester	10.3%	$70.00	$7	$70.00	$7	$70.00	$7	$70.00	$7	$70.00	$7	$70.00	$7	$70.00	$7
Test Lead/Manager/Senior Tester	1.8%	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2
Privacy/Security Specialist	1.7%	$150.00	$3	$150.00	$3	$150.00	$3	$150.00	$3	$150.00	$3	$150.00	$3	$150.00	$3
IT Operations Lead	1.8%	$190.00	$3	$190.00	$3	$190.00	$3	$190.00	$3	$190.00	$3	$190.00	$3	$190.00	$3
Mainframe System Analysts	2.6%	$100.00	$3	$100.00	$3	$100.00	$3	$100.00	$3	$100.00	$3	$100.00	$3	$100.00	$3
Mainframe System Experts	1.8%	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2
Client Server Systems Analysts	1.8%	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2
Client Server Systems Experts	1.8%	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2
BI / Data warehousing Analysts	1.7%	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2
BI / Data warehousing Tool Experts	1.8%	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2	$125.00	$2
Lead	14.1%	$125.00	$18	$125.00	$18	$125.00	$18	$125.00	$18	$125.00	$18	$125.00	$18	$125.00	$18
Analyst	17.2%	$90.00	$15	$90.00	$15	$90.00	$15	$90.00	$15	$90.00	$15	$90.00	$15	$90.00	$15
Web System Analysts	1.8%	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2	$100.00	$2
Web System Experts	1.8%	$115.00	$2	$115.00	$2	$115.00	$2	$115.00	$2	$115.00	$2	$115.00	$2	$115.00	$2
Senior Database Administrator	1.8%	$145.00	$3	$145.00	$3	$145.00	$3	$145.00	$3	$145.00	$3	$145.00	$3	$145.00	$3
Database Administrator	3.4%	$115.00	$4	$115.00	$4	$115.00	$4	$115.00	$4	$115.00	$4	$115.00	$4	$115.00	$4
Other (specify - add rows as required)	0%		$0		$0		$0		$0		$0		$0		$0
Composite Rate	100%		$104		$104		$104		$104		$104		$104		$104

Table 4. Application M&O Responsibilities and Qualifications

Staff Position	Sample Responsibilities	Expected Skills/Qualifications
Engagement Director/Executive	Coordinate with DHS Executives Lead engagement team and resolve items that cannot be resolved by the engagement team	5+ years of oversight of engagements of similar size and scope
Engagement Manager/Services Manager	Day-to-day liaison for DHS for all Application M&O activities Lead and coordinate all activities related to Application M&O scope	5+ years of experience managing technology projects Excellent communications skills
Technical Lead/Architect	Analyze complex architectures and identify potential architectural improvements Develop architecture of complex solutions	5+ years architecting solutions 10+ years in experience developing IT solutions
Junior Developers/Programmer	Translate functional designs into system code including design documents	1+ years of experience developing IT solutions of similar size and scope
Senior Developers/Programmer	Translate complex functional designs into system code including creating design documents	7+ years of experience developing IT solutions of similar size and scope
Junior Tester	Execute testing routines with supervision from senior testers Write test cases with supervision from senior testers	5+ years working in on development teams
Test Lead/Manager/Senior Tester	Lead vendor's testing effort and team Define testing approach including phases (e.g. integration testing, UAT etc.) Establish testing harness and lead effort to build automated test scripts	5+ years of testing experience 2+ years leading testing efforts on development projects
Privacy/Security Specialist	Analyze systems and/or processes from a security perspective and identify gaps and improvement opportunities Assist in implementing security solutions	Five (5) years of experience implementing/managing security in enterprise solutions CISSP or similar security certification
IT Operations Lead	Ensure all team members follow processes Identify opportunities for process improvement Provide training on operations processes	ITIL certified Five (5) years of experience managing IT operation environments
Mainframe System Analysts	Support the mainframe based applications implemented in DHS' environment (with support from client server experts) Triage issues that arise with the mainframe based applications (with support from the client server expert)	5+ years of experience supporting mainframe applications 3+ years of experience supporting technologies implemented at DHS
Mainframe System Experts	Become expert on the mainframe based applications implemented in DHS' environment Triage issues that arise with the mainframe based applications	10+ years of experience with mainframe systems 5+ years of experience leading support of mainframe systems
Client Server Systems Analysts	Support the client server systems implemented in DHS' environment (with support from client server experts) Triage issues that arise with the client server systems (with support from the client server expert)	5+ years of experience supporting client server applications 3+ years of experience supporting technologies implemented at DHS
Client Server Systems Experts	Become expert on the client server systems implemented in DHS' environment Triage issues that arise with the client server systems	10+ years of experience with client server systems 5+ years of experience leading support of client server systems
BI / Data warehousing Analysts	Provide ongoing support and maintenance for the implemented data warehouse and business intelligence / reporting tools Analyze data loading patterns and data structure to identify performance improvement opportunities Analyze BI tools to help ensure implementation is optimized	5+ years of experience with data warehousing and/or BI/Analytic/Reporting tools
BI / Data warehousing Tool Experts	Responsible for the maintenance and operations of the data warehouse and BI/Reporting tools	10+ years of experience with data warehousing technologies and/or data analytics tools 3+ years of experience managing a complex reporting infrastructure

Table 2. Implement Enhancement Hourly Rates - Used to calculate Implement Tab 5 Enhancements Costs

Staff Position	Composite Weight % (must equal 100%)	Hourly Rate Year 1	Composite Rate Year 1	Hourly Rate Year 2	Composite Rate Year 2	Hourly Rate Year 3	Composite Rate Year 3	Hourly Rate Year 4	Composite Rate Year 4	Hourly Rate Year 5	Composite Rate Year 5	Hourly Rate Year 6	Composite Rate Year 6	Hourly Rate Year 7	Composite Rate Year 7
Engagement Director/Executive	1%	$255.00	$2	$260.10	$2	$265.30	$2	$270.61	$2	$276.02	$2	$281.54	$2	$287.17	$2
Project Manager/Scrum Master	4%	$225.00	$8	$229.50	$8	$234.09	$8	$238.77	$8	$243.55	$9	$248.42	$9	$253.39	$9
Business Analyst/Funct. Lead	7%	$120.00	$8	$122.40	$8	$124.85	$8	$127.35	$9	$129.90	$9	$132.50	$9	$135.15	$9
Technical Lead/Architect	3%	$145.00	$5	$147.90	$5	$150.86	$5	$153.88	$5	$156.96	$5	$160.10	$5	$163.30	$6
Developers/Programmer	24%	$90.00	$21	$91.80	$22	$93.64	$22	$95.51	$23	$97.42	$23	$99.37	$23	$101.36	$24
Data Analyst	0%	$95.00	$0	$96.90	$0	$98.84	$0	$100.82	$0	$102.84	$0	$104.90	$0	$107.00	$0
Privacy/Security Specialist	3%	$165.00	$4	$168.30	$4	$171.67	$4	$175.10	$4	$178.60	$4	$182.17	$5	$185.81	$5
Technical Writer	0%	$105.00	$0	$107.10	$0	$109.24	$0	$111.42	$0	$113.65	$0	$115.92	$0	$118.24	$0
Test Lead/Manager/Senior Tester	7%	$105.00	$7	$107.10	$7	$109.24	$7	$111.42	$8	$113.65	$8	$115.92	$8	$118.24	$8
Tester	7%	$75.00	$5	$76.50	$5	$78.03	$5	$79.59	$5	$81.18	$5	$82.80	$6	$84.46	$6
Training/Change Management Lead/Manager	2%	$155.00	$3	$158.10	$3	$161.26	$4	$164.49	$4	$167.78	$4	$171.14	$4	$174.56	$4
Training Specialist	7%	$125.00	$8	$127.50	$8	$130.05	$9	$132.65	$9	$135.30	$9	$138.01	$9	$140.77	$9
Senior Developers/Programmer	17%	$115.00	$20	$117.30	$20	$119.65	$20	$122.04	$21	$124.48	$21	$126.97	$22	$129.51	$22
Analyst	17%	$95.00	$16	$96.90	$16	$98.84	$17	$100.82	$17	$102.84	$17	$104.90	$18	$107.00	$18
Database Admin	3%	$120.00	$4	$122.40	$4	$124.85	$4	$127.35	$4	$129.90	$4	$132.50	$4	$135.15	$5
Composite Rate	100%		$111		$114		$116		$118		$121		$123		$126

Table 5. Implement Enhancement Responsibilities and Qualifications

Staff Position	Sample Responsibilities	Expected Skills/Qualifications
Engagement Director/Executive	Coordinate with DHS Executives Lead team that is implementing projects and resolve items that cannot be resolved by the project team Likely same individual as the Application M&O Engagement Director	5+ years of oversight of engagements of similar size and scope
Project Manager/Scrum Master	Lead large development efforts performed under the M&O contract	5+ years of experience managing technology projects Excellent communications skills
Business Analyst/Funct. Lead	Lead effort to define the functionality required to deliver the anticipated business benefits	5+ years of experience performing analysis of similar scope
Technical Lead/Architect	Analyze complex architectures and define potential architectural improvements Develop architecture of complex solutions	5+ years architecting solutions 10+ years in experience developing IT solutions
Developers/Programmer	Translate functional designs into system code including design documents	3+ years of experience developing IT solutions of similar size and scope
Data Analyst	Review large data sets and identify data errors such as duplicate data, syntax errors, data structure issues Develop ETLs for migrating data and/or integrating systems Assist in maturing data management practices such as leading an effort to develop a data dictionary	3+ years of experience managing or analyzing data issues and implementing solutions to data problems
Privacy/Security Specialist	Analyze systems and/or processes from a security perspective and identify gaps and improvement opportunities Assist in implementing security solutions	Five (5) years of experience implementing/managing security in enterprise solutions CISSP or similar security certification
Technical Writer	Write documentation of existing systems (where documentation is missing) Write documentation in support of any projects enhancing the environment (e.g. systems documentation, process documentation)	5+ years of experience developing technical documentation
Test Lead/Manager/Senior Tester	Lead vendor's testing effort and team Define testing approach including phases (e.g. integration testing, UAT etc.) Establish testing harness and lead effort to build automated test scripts	5+ years of testing experience 2+ years leading testing efforts on development projects
Tester	Write test cases and execute testing routines	5+ years of implementing projects to improve quality
Training/Change Management Lead/Manager	Lead training and/or change management activities including performing stakeholder analysis, developing training or change management plans and leading the implementation of these efforts	5+ years leading training or change management efforts in complex public sector environments 10+ years of training or change management experience
Training Specialist	Develop training and/or change management materials Facilitate trainings, both on-line and/or classroom	5+ years developing training materials and/or change management materials and facilitating trainings

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Table 3. Business Intelligence, Analytics and Reporting Services Hourly Rates - Used to drive Tab 6 BI and Reporting

Staff Position	Composite Weight % (must equal 100%)	Hourly Rate Year 1	Composite Rate Year 1	Hourly Rate Year 2	Composite Rate Year 2	Hourly Rate Year 3	Composite Rate Year 3	Hourly Rate Year 4	Composite Rate Year 4	Hourly Rate Year 5	Composite Rate Year 5	Hourly Rate Year 6	Composite Rate Year 6	Hourly Rate Year 7	Composite Rate Year 7
Analyst	0%	$127.00	$0	$129.54	$0	$132.13	$0	$134.77	$0	$137.47	$0	$140.22	$0	$143.02	$0
Business Analyst/Funct. Lead	10%	$132.00	$14	$134.64	$14	$137.33	$14	$140.08	$14	$142.88	$15	$145.74	$15	$148.65	$15
BI/Analytics/Reports developer	40%	$127.00	$50	$129.54	$51	$132.13	$52	$134.77	$54	$137.47	$55	$140.22	$56	$143.02	$57
BI/Analytics/Reporting expert/architect	20%	$147.00	$30	$149.94	$30	$152.94	$31	$156.00	$32	$159.12	$32	$162.30	$33	$165.55	$33
Statistician	10%	$139.00	$14	$141.78	$14	$144.62	$14	$147.51	$15	$150.46	$15	$153.47	$15	$156.54	$16
Tester	20%	$77.00	$15	$78.54	$16	$80.11	$16	$81.71	$16	$83.34	$17	$85.01	$17	$86.71	$17
Other (specify - add rows as required)			$0		$0		$0		$0		$0		$0		$0
Composite Rate	100%		$123		$125		$128		$130		$133		$136		$138

Table 5. Provision As-Needed Services Hourly Rates - Used to drive Tab 7 As-Needed Services

Staff Position	Composite Weight % (must equal 100%)	Hourly Rate Year 1	Composite Rate Year 1	Hourly Rate Year 2	Composite Rate Year 2	Hourly Rate Year 3	Composite Rate Year 3	Hourly Rate Year 4	Composite Rate Year 4	Hourly Rate Year 5	Composite Rate Year 5	Hourly Rate Year 6	Composite Rate Year 6	Hourly Rate Year 7	Composite Rate Year 7
Project Manager/Scrum Master	9%	$225.00	$20	$229.50	$21	$234.09	$21	$238.77	$21	$243.55	$22	$248.42	$22	$253.39	$23
Senior Business Analysts/Functional Lead/LEAN exper	7%	$145.00	$10	$147.90	$10	$150.86	$11	$153.88	$11	$156.96	$11	$160.10	$11	$163.30	$11
Business Analyst/Funct. Lead	3%	$120.00	$4	$122.40	$4	$124.85	$4	$127.35	$4	$129.90	$4	$132.50	$4	$135.15	$4
Technical Lead/Architect	6%	$145.00	$9	$147.90	$9	$150.86	$9	$153.88	$9	$156.96	$9	$160.10	$10	$163.30	$10
Senior Developer/Programmer	3%	$115.00	$3	$117.30	$4	$119.65	$4	$122.04	$4	$124.48	$4	$126.97	$4	$129.51	$4
Developers/Programmer	3%	$90.00	$3	$91.80	$3	$93.64	$3	$95.51	$3	$97.42	$3	$99.37	$3	$101.36	$3
Database Administrator	5%	$120.00	$6	$122.40	$6	$124.85	$6	$127.35	$6	$129.90	$6	$132.50	$7	$135.15	$7
Senior Data Analyst	7%	$118.00	$8	$120.36	$8	$122.77	$9	$125.23	$9	$127.73	$9	$130.28	$9	$132.89	$9
Data Analyst	3%	$95.00	$3	$96.90	$3	$98.84	$3	$100.82	$3	$102.84	$3	$104.90	$3	$107.00	$3
Privacy/Security Specialist	7%	$165.00	$12	$168.30	$12	$171.67	$12	$175.10	$12	$178.60	$13	$182.17	$13	$185.81	$13
IT Process Architect	7%	$135.00	$9	$137.70	$10	$140.45	$10	$143.26	$10	$146.13	$10	$149.05	$10	$152.03	$11
IT Process Analyst	3%	$158.00	$5	$161.16	$5	$164.38	$5	$167.67	$5	$171.02	$5	$174.44	$5	$177.93	$5
IT Operations Staff	3%	$98.00	$3	$99.96	$3	$101.96	$3	$104.00	$3	$106.08	$3	$108.20	$3	$110.36	$3
Technical Writer	3%	$105.00	$3	$107.10	$3	$109.24	$3	$111.42	$3	$113.65	$3	$115.92	$3	$118.24	$4
Quality Assurance Manager	7%	$128.00	$9	$130.56	$9	$133.17	$9	$135.83	$10	$138.55	$10	$141.32	$10	$144.15	$10
Tester	3%	$75.00	$2	$76.50	$2	$78.03	$2	$79.59	$2	$81.18	$2	$82.80	$2	$84.46	$3
Training/Change Management Lead/Manager	7%	$155.00	$11	$158.10	$11	$161.26	$11	$164.49	$12	$167.78	$12	$171.14	$12	$174.56	$12
Training Specialist	3%	$125.00	$4	$127.50	$4	$130.05	$4	$132.65	$4	$135.30	$4	$138.01	$4	$140.77	$4
Senior Analyst	7%	$118.00	$8	$120.36	$8	$122.77	$9	$125.23	$9	$127.73	$9	$130.28	$9	$132.89	$9
Analyst	2%	$95.00	$2	$96.90	$2	$98.84	$2	$100.82	$2	$102.84	$2	$104.90	$2	$107.00	$2
Other (specify - add rows as required)	2%		$0		$0		$0		$0		$0		$0		$0
Composite Rate	100%		$134		$136		$139		$142		$145		$148		$151

Table 10. Business Intelligence, Analytics and Reporting Services Responsibilities and Qualifications

Staff Position	Sample Responsibilities	Expected Skills/Qualifications
Analyst	Analyze a specific technical or business problem to identify potential solutions with guidance from DHS or other resources Coordinate with and present to managers and supervisors	5+ years of experience analyzing complex problems
Business Analyst/Funct. Lead	Analyze DHS' reporting needs and define functionality required to address reporting needs Work with technical team to identify best BI solution to address functional needs	5+ years of experience performing analysis of similar scope
BI/Analytics/Reports developer	Develop reports, analytical data sets and/or queries to address DHS' business needs Work with Business Analysts/Funct. Leads to select the best BI solution to address the user's needs	3+ years of experience with DHS' BI/reporting/analytical tools 3+ years of building reporting/analytical solutions
BI/Analytics/Reporting expert/architect	Develop complex reports, analytical data sets and/or queries to address DHS' business needs Work with Business Analysts/Funct. Leads to select the best BI solution to address the user's needs	5+ years of experience with DHS' BI/reporting/analytical tools 2+ years of experience architecting BI/reporting/analytical solutions
Statistician	Perform statistical analysis to address business needs Develop statistical data sets and provide access to DHS users	3+ years of performing statistical analysis on large data sets
Tester	Write test cases and execute testing routines	5+ years of implementing projects to improve quality

Table 12. Provision As-Needed Services Responsibilities and Qualifications

Staff Position	Sample Responsibilities	Expected Skills/Qualifications
Project Manager/Scrum Master	Lead development efforts including managing to scope, schedule and budget and manage project teams	5+ years of experience managing technology projects Excellent communications skills
Senior Business Analysts/Functional Lead/LEAN exp	Lead effort to define the functionality required to deliver the anticipated business benefits Lead a team of analysts	5+ years of experience performing analysis of similar scope/content as the requested work 10+ years of experience analyzing processes and/or developing functional requirements/designs
Business Analyst/Funct. Lead	Analyze business processes and identify opportunities to improve process efficiency or effectiveness Translate improvement opportunities into functional expectations of the IT system	5+ years of experience analyzing processes and converting opportunities into functional requirements/designs
Technical Lead/Architect	Analyze complex architectures and identify potential architectural improvements Develop architecture of complex solutions	5+ years architecting solutions 10+ years in experience developing IT solutions
Senior Developer/Programmer	Translate complex functional designs into system code including creating design documents	7+ years of experience developing IT solutions of similar size and scope
Developers/Programmer	Translate functional designs into system code including design documents	3+ years of experience developing IT solutions of similar size and scope
Database Administrator	Administer already installed databases including, but not limited to, monitoring, identifying performance optimization opportunities	3+ years of experience administering databases
Senior Data Analyst	Identify opportunities to enhance data management processes and procedures Lead large data analysis efforts including defining the methodology, identifying risks/issues and leading resources to address the high impact area	7+ years of experience managing or analyzing data issues and implementing solutions to data problems
Data Analyst	Review large data sets and identify data errors such as duplicate data, syntax errors, data structure issues Develop ETLs for migrating data and/or integrating systems Assist in maturing data management practices such as leading an effort to develop a data dictionary	3+ years of experience managing or analyzing data issues and implementing solutions to data problems
Privacy/Security Specialist	Analyze systems and/or processes from a security perspective and identify gaps and improvement opportunities Assist in implementing security solutions	Five (5) years of experience implementing/managing security in enterprise solutions CISSP or similar security certification
IT Process Architect	Lead efforts to analyze processes and identify gaps, improvement opportunities and define future state process models with minimal direction Develop architecture for IT processes such as software development processes and/or operational processes Lead evaluation of tools that could assist in the execution of the IT processes	5+ years of experience designing processes in complex business environments, preferably with IT applications implications
IT Process Analyst	Analyze processes, identify gaps, improvement opportunities and future state process models with supervision from DHS or other staff	5+ years of experience performing process analysis
IT Operations Staff	Perform tasks required to operate the existing applications	3+ years working in an IT operations environment
Technical Writer	Write documentation of existing systems (where documentation is missing) Write documentation in support of any projects enhancing the environment (e.g. systems documentation, process documentation)	5+ years of experience developing technical documentation
Quality Assurance Manager	Lead testing effort for any software development project including defining the plan and managing the testing effort Analyze other non-development projects (e.g. BPR efforts) from a Quality perspective and identify potential quality issues	5+ years of experience leading quality efforts 10+ years of experience implementing projects to improve quality
Tester	Write test cases and execute testing routines	5+ years of implementing projects to improve quality
Training/Change Management Lead/Manager	Lead training and/or change management activities including performing stakeholder analysis, developing training or change management plans and leading the implementation of these efforts	5+ years leading training or change management efforts in complex public sector environments 10+ years of training or change management experience
Training Specialist	Develop training and/or change management materials Facilitate trainings, both on-line and/or classroom	5+ years developing training materials and/or change management materials and facilitating trainings
Senior Analyst	Lead analysis of technical or business problems to identify a potential solution with minimal or no guidance from DHS or other resources Develop concise materials and present findings to Executives	5+ years leading analysis efforts for/within public sector organizations 10+ years of experience analyzing complex problems
Analyst	Analyze a specific technical or business problem to identify potential solutions with guidance from DHS or other resources Coordinate with and present to managers and supervisors	5+ years of experience analyzing complex problems

Labor Rates

Table 6. Help Desk Services Hourly Rates - used to drive Tab 9 (Help Desk Services)

Staff Position	Composite Weight % (must equal 100%)	Hourly Rate Year 1	Composite Rate Year 1	Hourly Rate Year 2	Composite Rate Year 2	Hourly Rate Year 3	Composite Rate Year 3	Hourly Rate Year 4	Composite Rate Year 4	Hourly Rate Year 5	Composite Rate Year 5	Hourly Rate Year 6	Composite Rate Year 6	Hourly Rate Year 7	Composite Rate Year 7
Help Desk Manager / Supervisor	8%	$120.00	$10	$122.40	$10	$124.85	$11	$127.35	$11	$129.90	$11	$132.50	$11	$135.15	$11
Help Desk Staff	92%	$65.00	$59	$66.30	$61	$67.63	$62	$68.98	$63	$70.36	$64	$71.77	$66	$73.21	$67
			$0		$0		$0		$0		$0		$0		$0
Composite Rate	100%		$70		$71		$72		$74		$75		$77		$78

Table 7. IT Operations process support hourly rates - Used to drive Tab 9 Ops Support Services (excluding Help Desk)

Staff Position	Composite Weight % (must equal 100%)	Hourly Rate Year 1	Composite Rate Year 1	Hourly Rate Year 2	Composite Rate Year 2	Hourly Rate Year 3	Composite Rate Year 3	Hourly Rate Year 4	Composite Rate Year 4	Hourly Rate Year 5	Composite Rate Year 5	Hourly Rate Year 6	Composite Rate Year 6	Hourly Rate Year 7	Composite Rate Year 7
Engagement Director/Executive	0%	$250.00	$0	$255.00	$0	$260.10	$0	$265.30	$0	$270.61	$0	$276.02	$0	$281.54	$0
Engagement Manager/Operations Manager	4%	$220.00	$8	$224.40	$8	$228.89	$8	$233.47	$8	$238.14	$9	$242.90	$9	$247.76	$9
IT Process Architect	11%	$140.00	$15	$142.80	$16	$145.66	$16	$148.57	$16	$151.54	$16	$154.57	$17	$157.66	$17
IT Process Analyst	40%	$158.00	$63	$161.16	$64	$164.38	$66	$167.67	$67	$171.02	$68	$174.44	$70	$177.93	$71
IT Operations Staff	46%	$98.00	$45	$99.96	$46	$101.96	$46	$104.00	$47	$106.08	$48	$108.20	$49	$110.36	$50
Technical Writer	0%	$105.00	$0	$107.10	$0	$109.24	$0	$111.42	$0	$113.65	$0	$115.92	$0	$118.24	$0
Other (specify - add rows as required)			$0		$0		$0		$0		$0		$0		$0
Composite Rate	100%		$131		$134		$136		$139		$142		$145		$147

Table 12. Help Desk Services Responsibilities and Qualifications

Staff Position	Sample Responsibilities	Expected Skills/Qualifications
Help Desk Manager / Supervisor	Manage help desk team Provide Help Desk reports Responsible for following process and help desk performance	2+ years managing an enterprise help desk 5+ years working in a technology environment
Help Desk Staff	Answer calls/emails received from internal users, perform initial triage, log into ticketing system, resolve and escalate if needed	3+ years working in a technology environment

Table 13. IT Operations process support Responsibilities and Qualifications

Staff Position	Sample Responsibilities	Expected Skills/Qualifications
Engagement Director/Executive	Coordinate with DHS Executives Lead engagement team and resolve items that cannot be resolved by the engagement team	5+ years of oversight of engagements of similar size and scope
Engagement Manager/Operations Manager	Day-to-day liaison for DHS for operations support activities Lead and coordinate all activities related to IT Operations scope	5+ years of experience managing technology projects Excellent communications skills
IT Process Architect	Lead efforts to analyze processes and identify gaps, improvement opportunities and define future state process models with minimal direction Develop architecture for IT processes such as software development processes and/or operational processes Lead evaluation of tools that could assist in the execution of the IT processes	5+ years of experience designing processes in complex business environments, preferably with IT applications implications ITIL or similar certification
IT Process Analyst	Analyze processes, identify gaps, improvement opportunities and future state process models with supervision from DHS or other staff	5+ years of experience performing process analysis
IT Operations Staff	Support Operations Lead in performing processes, training on processes and monitoring overall process performance	ITIL certified Five (5) years of experience managing it operations environments
Technical Writer	Write documentation of existing systems (where documentation is missing) Write documentation in support of any projects enhancing the environment (e.g. systems documentation, process documentation)	5+ years of experience developing technical documentation

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ISS Applications M&O Transition Services

The Transition Task costs must include all tasks and deliverables required to manage the transition of the ISS Application and projects, as outlined in the RFP and associated templates, to the Vendor. All deliverable hours and costs must accurately reflect the level of effort required to complete that deliverable. All deliverable costs are subject to approval of the content of the deliverable. DHS expects the Transition Tasks to be completed within year 1 and all costs will be calculated based on the appropriate composite rate for that year.

It is the responsibility of the Vendor to ensure spreadsheet calculations are correct. All costs must be fully inclusive.

Instructions: Enter the hours required to complete the deliverables listed, including the number of deliverables where requested. Enter any additional tasks and deliverables as needed. Insert additional rows as necessary where noted.

Table 1. ISS Applications M&O Transition Services Costs		Year 1					Summary	
ID	Description	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total		Task	Total
Task 1 - ISS Applications M&O Transition Planning								
ISS.1.1	ISS Applications M&O Transition Plan	17842	$104	1	$1,855,008			$1,855,008
ISS.1.X	[Vendor may add additional deliverables here]		$104		$0			$0
							Task 1 Total	**$1,855,008**
Task 2 - ISS Applications M&O Transition Services								
ISS.2.1	Transition Status Report	2230	$104	17	$3,941,450			$3,941,450
ISS.2.2	Assessment Report	2974	$104	3	$927,608			$927,608
ISS.2.3	Application M&O Plan	17842	$104	1	$1,855,008			$1,855,008
ISS.2.4	Completed Application M&O Transition Readiness Checklist	17842	$104	1	$1,855,008			$1,855,008
ISS.2.X	[Vendor may add additional deliverables here]		$104		$0			$0
							Task 2 Total	**$8,579,074**
	Totals				$10,434,082		**Total Transition Costs**	**$10,434,082**

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Provide M&O Services, Report Status and Assure Quality

The M&O costs must include all tasks and deliverables required for ongoing M&O of the ISS Applications, as described in the RFP and documents contained in the Procurement Library. All deliverable hours and costs

Table 1. M&O Services, Report Status and Assure Quality Costs		Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 7				Summary	
ID	Description	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total		
Task 3- Provide M&O Services, Report Status and Assure Quality																															
ISS.3.1	Monthly Status Report and Service Level Agreement Reporting (16 Core Apps)	6877	$104	12	$8,579,906	6877	$104	12	$8,579,906	6877	$104	12	$8,579,906	6877	$104	12	$8,579,906	6877	$104	12	$8,579,906	6877	$104	12	$8,579,906	6877	$104	12	$8,579,906		$60,059,341
ISS.3.X	Assessment Report	0	$104	0	$0	8921	$104	1	$927,504	8921	$104	1	$927,504	8921	$104	1	$927,504	8921	$104	1	$927,504	8921	$104	1	$927,504	8921	$104	1	$927,504		$5,565,024
	Totals				$8,579,906				$9,507,410				$9,507,410				$9,507,410				$9,507,410				$9,507,410				$9,507,410	Total Core Apps M&O Costs	$65,624,365
Task 3- Provide M&O Services, Report Status and Assure Quality																															
ISS.3.2	Monthly Status Report and Service Level Agreement Reporting (Non-Core Apps)	1719	$104	12	$2,144,665	1719	$104	12	$2,144,665	1719	$104	12	$2,144,665	1719	$104	12	$2,144,665	1719	$104	12	$2,144,665	1719	$104	12	$2,144,665	1719	$104	12	$2,144,665		$15,012,652
ISS.3.X	[Vendor may add additional deliverables here]		$104		$0		$104		$0		$104		$0		$104		$0		$104		$0		$104		$0		$104		$0		$0
	Totals				$2,144,665				$2,144,665				$2,144,665				$2,144,665				$2,144,665				$2,144,665				$2,144,665	Total Non-Core M&O Costs	$15,012,652

Table 2. Facilities Costs		Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 6				Summary	
ID	Description	Cost per ft^2	Square Feet	# of Months	Total	Cost per ft^2	Square Feet	# of Months	Total	Cost per ft^2	Square Feet	# of Months	Total	Cost per ft^2	Square Feet	# of Months	Total	Cost per ft^2	Square Feet	# of Months	Total	Cost per ft^2	Square Feet	# of Months	Total	Cost per ft^2	Square Feet	# of Months	Total		
Task 3- Provide M&O Services, Report Status and Assure Quality																															
ISS.3.3	Facilities Costs	3	$11,300	8	$226,000	2.55	$11,300	12	$345,780	2.60	$11,300	12	$352,560	2.65	$11,300	12	$359,340	2.70	$11,300	12	$366,120	2.75	$11,300	12	$372,900	2.81	$11,300	12	$381,036		$2,022,700
ISS.3.X	Build Out Costs	25	$11,300	4	$1,130,000				$0				$0				$0				$0				$0				$0		$1,130,000
	Totals				$1,356,000				$345,780				$352,560				$359,340				$366,120				$372,900				$381,036	Total Non-Core M&O Costs	$3,152,700

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Implement Enhancements

DHS may require the Vendor to enhance the ISS Applications based on DHS' business needs. The Vendor should assume DHS will require the Vendor to provide 60,000 hours of support enhancing the ISS Applications each year.

It is the responsibility of the Vendor to ensure spreadsheet calculations are correct. All costs must be fully inclusive.

Instructions: Enter the hours required to complete the deliverables listed, including the number of deliverables where requested. Enter any additional tasks and deliverables as needed. Insert additional rows as necessary where noted.

Table 1. Implement Enhancements Costs		Year 1			Year 2			Year 3			Year 4			Year 5			Year 6			Year 7			Summary	
ID	Description	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Task	Total
Task 4- Implement Enhancements																								
ISS.4.2	Completed Enhancement Check-List	60,000	$111	$6,687,610	60,000	$114	$6,821,362	60,000	$116	$6,957,918	60,000	$118	$7,097,035	60,000	$121	$7,239,018	60,000	$123	$7,383,861	60,000	$126	$7,531,613		$49,718,416
	Totals			$6,687,610			$6,821,362			$6,957,918			$7,097,035			$7,239,018			$7,383,861			$7,531,613	**Total Enhancements Costs**	**$49,718,416**

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Support DHS' Business Intelligence, Analytics and Reporting Needs

DHS requires the Vendor provide 10 staff to support DHS' staff in developing business intelligence, analytics and reporting solutions to DHS' business needs. The Vendor should assume DHS will require the Vendor to provide 20,000 hours per year of BI, Analytics and Reporting support.

It is the responsibility of the Vendor to ensure spreadsheet calculations are correct. All costs must be fully inclusive.

Instructions: Enter the hours required to complete the deliverables listed, including the number of deliverables where requested. Enter any additional tasks and deliverables as needed. Insert additional rows as necessary where noted.

Table 1. BI, Analytics and Reporting Deliverables Costs		Year 1			Year 2			Year 3			Year 4			Year 5			Year 6			Year 7			Summary	
ID	Description	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Task	Total
Task 5 - Support DHS' BI, Analytics and Reporting Needs																								
ISS.5.1	Business Intelligence and Reporting Support	20000	$123	$2,456,464	20000	$125	$2,505,593	20000	$128	$2,555,703	20000	$130	$2,606,795	20000	$133	$2,658,947	20000	$136	$2,712,140	20000	$138	$2,766,355		$18,261,996
ISS.5.X	[Vendor may add additional deliverables here]		$123	$0		$125	$0		$128	$0		$130	$0		$133	$0		$136	$0		$138	$0		$0
	Totals			$2,456,464			$2,505,593			$2,555,703			$2,606,795			$2,658,947			$2,712,140			$2,766,355	**Total BI Costs**	**$18,261,996**

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Provisioning of Additional As-Needed Services

DHS will expect the Vendor to provision additional services as DHS' needs dictate. For the purposes of proposal evaluation, the Vendor should assume DHS will require the Vendor provide 10,000 hours of labor effort, by the categories captured in the labor rates tab. Unlike other services, the composite weight has been set by DHS. This will allow for competitive assessment of the vendor proposals. Additionally the qualifications for each role are outlined below.

It is the responsibility of the Vendor to ensure spreadsheet calculations are correct. All costs must be fully inclusive.

Instructions: ***No action required. The workbook will calculate the cost of Procuring As-Needed Services based on information provided by the Vendor on Tab 2, Labor Rates***

Table 1. Provisioning of Additional As-Needed Services Costs		Year 1			Year 2			Year 3			Year 4			Year 5			Year 6			Year 7			Summary	
ID	Description	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total	Hours per Deliverable	Compo-site Rate	Total		Total
Task 6 - Provisioning of Additional As-Needed Services																								
ISS.6.1	Milestone Completion	10000	$134	$1,337,600	10000	$136	$1,364,352	10000	$139	$1,391,647	10000	$142	$1,419,489	10000	$145	$1,447,886	10000	$148	$1,476,839	10000	$151	$1,506,381		$8,437,813
	Totals			$1,337,600			$1,364,352			$1,391,647			$1,419,489			$1,447,886			$1,476,839			$1,506,381	**Total As-Needed SvsCosts**	**$8,437,813**

Table 2. Cost of As-Needed Services Required at Engagement Initiation		Year 1			Year 2			Summary	
ID	Description	Hours	Rate	Total	Hours	Rate	Total		Total
	"As Needed" Security Services	3000	$165	$495,000	3000	$168	$504,900		$999,900
	Totals	**3000**		$495,000			$504,900	**Total As-Needed SvsCosts**	**$999,900**

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Turn-Over Services

The Turn-Over costs must include all Turn-Over tasks outlined in the RFP and associated templates. All deliverable hours and costs must accurately reflect the level of effort required to complete the associated tasks and deliverable. All deliverable costs are subject to approval of the content of the deliverable. All costs will be calculated based on appropriate composite rate for that year.

Deliverables in Task 7 will be performed prior to the conclusion of the Contract period. For evaluation purposes, this is assumed to be in the last optional extension year. All costs will be calculated based on appropriate composite rate for that year.

It is the responsibility of the Vendor to ensure spreadsheet calculations are correct. All costs must be fully inclusive.

Instructions: Enter the hours required to complete the deliverables listed, including the number of deliverables. Enter any additional tasks and deliverables as needed. Insert additional rows as necessary where noted.

Table 1. Turn-Over Services Costs		Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 7				Summary	
ID	Description	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Task	Total
Task 7 - Turn-Over M&O Services																															
ISS.7.1	M&O Turn-Over Plan																									13841	$104	1	$1,439,030		$1,439,030
ISS.7.2	M&O Turn-Over Assessment Report																									384	$104	6	$239,544		$239,544
ISS.7.X	[Vendor may add additional deliverables here]																										$104		$0		$0
	Totals				$0				$0				$0				$0				$0				$0				$1,678,573	**Total Turn-Over Costs**	**$1,678,573**

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IT Operations Support Services (Optional)

The M&O costs must include all tasks and deliverables required for ongoing M&O of the ISS Applications, as described in the RFP and documents contained in the Procurement Library. All deliverable hours and costs must accurately reflect the level of effort required to complete that deliverable. All costs will be calculated based on appropriate composite rate for that year.

It is the responsibility of the Vendor to ensure spreadsheet calculations are correct. All costs must be fully inclusive.

Instructions: Enter the hours required to complete the deliverables listed, including the number of deliverables. Enter any additional tasks and deliverables as needed. Insert additional rows as necessary where noted.

Table 1. IT Operations Support Services Costs		Year 1				Year 2				Year 3				Year 4				Year 5				Year 6				Year 7				Summary	
ID	Description	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Hours per Deliverable	Compo-site Rate	# of Deliverables	Total	Task	Total
Task 8 - IT Operations Support Services																															
ISS.8.1	IT Operations Support Transition Plan	4281	$131	1	$560,525																										$560,525
ISS.8.2	Completed IT Operations Support Readiness Checklist	12842	$131	1	$1,681,445																										$1,681,445
ISS.8.3	Monthly Status Report and Service Level Agreement	4121	$131	12	$6,474,912	4657	$134	12	$7,462,983	4657	$136	12	$7,612,220	4657	$139	12	$7,764,524	4657	$142	12	$7,919,731	3091	$145	12	$5,361,548	3091	$147	12	$5,468,726		$48,064,645
ISS.8.4	Help Desk Services	27959	$70		$1,947,804	27959	$71		$1,986,760	27959	$72		$2,026,602	27959	$74		$2,067,075	27959	$75		$2,108,434	27959	$77		$2,150,679	27959	$78		$2,193,810		$14,481,163
ISS.8.5	IT Operations Support Turn-Over Plan																					2771	$145	1	$400,573	2771	$147	1	$408,580		$809,153
ISS.8.6	IT Operations Support Turn-Over Assessment Report																					2771	$145	6	$2,403,438	2771	$147	6	$2,451,483		$4,854,920
ISS.8.X	[Vendor may add additional deliverables here]		$131		$0		$134		$0		$136		$0		$139		$0		$142		$0		$145		$0		$147		$0		$0
	Totals				$10,664,686				$9,449,743				$9,638,823				$9,831,599				$10,028,165				$10,316,237				$10,522,599	**Total Ops Support Svs Costs**	$70,451,852

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Cost Assumptions

The Vendor must state all assumptions upon which its pricing is being determined. Assumptions shall not conflict with the Terms and Conditions or Mandatory Requirements of this RFP, and shall not change the requested scope of the RFP as described in this procurement. Assumptions that conflict with the requested products/services, mandatory requirements, Terms and Conditions or other language of the RFP or its supporting documents will be invalid and will be interpreted in favor of the RFP language. DHS may disqualify the Proposal if, in its discretion, it determines that assumptions stated here cause the Proposal to inaccurately represent the costs for scope described in the Vendor's Proposal, or meet the needs as described in this RFP. The Vendor must provide a clear understanding to DHS of the cost impact to DHS if any assumption is determined to be invalid; DHS may use these values in consideration of the Cost Proposal.

Instructions: Complete the Table below using as many rows as needed. Clearly describe the location of references to the RFP and/or Proposal, description of the assumption, rationale for the need of the assumption, and the cost impact to DHS should the assumption be invalid. Insert additional rows as needed.

Table 1. Cost Assumptions

Item #	Proposal Section, Page, Paragraph, Tab	Description	Rationale	Cost Impact If The Assumption is Invalid
1	This assumption is not linked to a single section of our proposal as it is inherent in our approach.	In the event of a termination, Deloitte Consulting will be compensated for work in progress that is performed until termination in accordance with the contract as well as for unrecoverable costs (despite reasonable mitigation efforts), subject to DHS' rights and remedies at law and under the contract.	Confirmation of intended application of termination provision.	Cost impact cannot be quantified. Impact would depend on timing of termination and services in progress. Vendor will work with DHS to mitigate any impact.
2	This assumption is not linked to a single section of our proposal as it is inherent in our approach.	The Information Support Services (ISS) will not be considered to be a product, commodity, good or item. Incidents shall be addressed using the ISS, including the Break Fix/Critical Fault/Corrective Maintenance per RFP Section 3.4.	Confirmation of intended application of product guaranty and of inapplicability of good/commodity related references.	No cost impact as the term is not applicable to ISS.
3	This assumption is not linked to a single section of our proposal as it is inherent in our approach.	Deloitte Consulting will likely use Deloitte Consulting Technology in the performance of the Information Support Services (ISS). "Deloitte Consulting Technology" means works of authorship, materials, information and other intellectual property created prior to or independently of the performance of the ISS, or created by Deloitte Consulting or its subcontractors as a tool for their use in performing the ISS, plus any modifications or enhancements thereto and derivative works based thereon. Upon full and final payment by DHS to Deloitte Consulting, Deloitte Consulting hereby grants to DHS the right to use the Deloitte Consulting Technology included in any Deloitte Consulting work product delivered in connection with its use of the work product. Except for the foregoing license grant and notwithstanding anything to the contrary, Deloitte Consulting retains all rights in and to all Deloitte Consulting Technology.	It is a standard industry practice to utilize and protect methodologies, tools and other and intellectual property that consultants/IT firms utilize to promote efficiency and quality. Recognizing this practice will not conflict with any terms of the RFP and is consistent with industry practice.	Cost impact cannot be quantified.
4	This assumption is not linked to a single section of our proposal as it is inherent in our approach.	Deloitte Consulting may terminate this agreement if DHS does not pay properly invoiced amounts within 60 days after receipt of notice of such nonpayment or if DHS materially breaches this agreement and does not cure such breach within 60 days after receipt of notice thereof.	We assume that where the State becomes unable to perform, it will recognize the vendor will not be required to continue performance. We acknowledge this is an unlikely scenario. We further acknowledge the obligation to continue performance where its claim is pending before the Commission.	Cost impact cannot be quantified.
5	This assumption is not linked to a single section of our proposal as it is inherent in our approach.	In the event Deloitte Consulting and the State do not agree upon an interpretation of a specification, the State's interpretation will be final and controlling pending the outcome of any applicable dispute resolution process.	We acknowledge that should the State and vendor interpret specifications differently, the State will make a final interpretation and understand that interpretation may be subject to review via the dispute/claim resolution process.	Cost impact cannot be quantified.