

September 7, 2010

Pennsylvania Department of General Services  
Bureau of Procurement  
555 Walnut Street, 6<sup>th</sup> Floor  
Harrisburg, PA 17101-1914  
Attn: Kay Shaffer

RE:  **Information Technology Support and Services for the Department of Public Welfare, RFP 16-09 – Lot #6**

Dear Ms. Shaffer:

Deloitte<sup>1</sup> is pleased to submit this Lot #6 proposal to the Pennsylvania Department of General Services in response to the Request for Proposal (RFP) for **Information Technology Support and Services for the Department of Public Welfare, RFP 16-09**. As the nation's **premier HHS system integrator**, we prepare this response addressing your overall Business, IT, and Operational needs.

We have reviewed the detailed requirements of the RFP and developed our proposal to meet these requirements. To prepare our proposal and to perform the services required in the RFP, we have assembled a set of local teaming partners that have current working experience in these projects and are staffed with a DPW-experienced team to provide services that offer the best value for the Commonwealth and for the people of Pennsylvania.

Deloitte has extensive experience with the Department of Public Welfare (DPW) for over 30 years. We have a history of demonstrated success working together. We are committed to the enterprise model DPW has put forth and together we will continue to advance the mission of DPW in support of Pennsylvania's constituents.

- Deloitte has unparalleled knowledge of and experience with the Commonwealth – we know your policies, operations, stakeholders, enterprise systems, and trusted relationships with your people from central office to field office people.
- We are the premier HHS thought leader. Deloitte is a proven firm with a demonstrated partnership in the HHS arena nationally and locally and we know how to deliver to results and achieve improved outcomes.
- We offer on demand resource scalability. Deloitte is one of the largest HHS practices and has a strong voice on the national HHS stage, bringing the right expertise to Pennsylvania.

---

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

- Deloitte offers the capabilities of a full service HHS system integrator. We are much more than just a technology consulting or a staff augmentation organization. We have a broad set of competencies including areas such as strong project management, program integration, system development and maintenance, technology adoption, and specialized technology skillsets that are required to make DPW projects a success.

Based on your proposed format, we have organized our proposal response as follows:

- Technical Submittal, consisting of the components listed below – under separate cover
  - Volume 1
    - Tab 1: Proposal Cover Sheet
    - Tab 2: Table of Contents
    - Tab 3: RFP Cross Reference Checklist
    - Tab 4: Statement of the Problem
    - Tab 5: Management Summary
  - Volume 2
    - Tab 6: Work Plan
  - Volume 3
    - Tab 7: Prior Experience
    - Tab 8: Personnel
    - Tab 9: Contract Standards
    - Tab 10: Emergency Preparedness
    - Tab 11: Financial Capability
    - Tab 12: Objections and Additions to Contract Terms and Conditions
    - Tab 13: Domestic Workforce Utilization Certification
    - Tab 14: Lobbying Certification
- Mentor/Protégé Program (MPP) Submittal – under separate cover
- Disadvantaged Business Submittal – under separate cover
- Cost Submittal – under separate cover
- Contractor Partnership Program (CPP) Submittal – under separate cover



To aid in your review of the technical submittal, we have provided a demonstration on CD ROM which illustrates how the technical submittal is organized.

The Commonwealth of Pennsylvania has been and continues to be a very important and valued client to Deloitte. We appreciate this opportunity to continue our relationship and to provide DPW with the level of professional services necessary to support your important initiatives.

Ms. Kay Shaffer  
September 7, 2010  
Page 3 of 3

Please contact me at (717) 651-6240 or ssekhar@deloitte.com if you have any questions regarding our submission.

Sincerely,

DELOITTE CONSULTING LLP

By: \_\_\_\_\_

Sundhar G. Sekhar  
Principal

**COMMONWEALTH OF PENNSYLVANIA**  
**Department of Public Welfare**  
**Division of Procurement**  
**RFP #16-09**

Enclosed in seven separately sealed submittals is the proposal of the Offeror identified below for the above-referenced RFP:

<b>Offeror Information:</b>	
Offeror Name	Deloitte Consulting LLP
Offeror Mailing Address	2601 Market Place, 2nd Floor Harrisburg, PA 17110
Offeror Website	www.deloitte.com
Offeror Contact Person	Sundhar G. Sekhar
Contact Person's Phone Number	717-651-6240
Contact Person's Facsimile Number	717-412-9640
Contact Person's E-Mail Address	ssekhar@deloitte.com
Offeror Federal ID Number	06-1454513

<b>Submittals Enclosed and Separately Sealed:</b>	
<input checked="" type="checkbox"/>	Technical Submittal
<input type="checkbox"/>	Disadvantaged Business Submittal
<input type="checkbox"/>	Cost Submittal
<input checked="" type="checkbox"/>	Domestic Workforce Utilization Submittal
<input type="checkbox"/>	Contractor Participation Program Submittal
<input type="checkbox"/>	Mentor/Protégé Program Submittal
<input type="checkbox"/>	Innovative Solution Submittal

<b>Signature</b>	
Signature of an official authorized to bind the Offeror to the provisions contained in the Offeror's proposal:	
Printed Name	Sundhar G. Sekhar
Title	Principal, Deloitte Consulting LLP

**FAILURE TO COMPLETE, SIGN AND RETURN THIS FORM WITH THE OFFEROR'S PROPOSAL MAY RESULT IN THE REJECTION OF THE OFFEROR'S PROPOSAL**





# Tab 2: Table of Contents

<b>II</b>	Page <b>II-1</b>	RFP Reference: II-3. Proposal Requirements
-----------	---------------------	--

Offerors must format their technical responses using the following guide: 2. Tab 2: Table of Contents

Technical Submittal		
Tab Number/ Section Number	Section Title	Page
1	Proposal Cover Sheet (Appendix C)	<i>Insert</i>
2	Table of Contents	2-1
3	RFP Cross Reference Checklist (Appendix E)	<i>Insert</i>
4	Statement of the Problem	4-1
4.1	Understanding the Problem and Services Required	4.1-1
4.2	Risks and Issues	4.2-1
4.3	Scope of Work, Responsibilities, and Performance Expectations	4.3-1
5	Management Summary	5-1
6	Work Plan	6-1
6.1	Orientation/Knowledge Acquisition	6.1-1
6.1.1	Methodology, Approach and Experience	6.1-16
6.1.2	Managing Lot Activities	6.1-30
6.1.2.1	Orientation/Knowledge Acquisition Transition – Offeror Responsibilities	6.1-39
6.1.2.2	Orientation/Knowledge Acquisition Transition – Plan	6.1-47
6.1.2.3	Orientation/Knowledge Acquisition Transition – Deliverables and Outcomes	6.1-48
6.1.2.4	Orientation/Knowledge Acquisition Transition – Commonwealth Responsibilities	6.1-58
6.1.2.5	Orientation/Knowledge Acquisition Period – Deliverables and Outcomes	6.1-59
6.1.2.6	Orientation/Knowledge Acquisition Period – Commonwealth Responsibilities	6.1-62
6.1.2.7	Required Items	6.1-64
6.1.3	Staffing Chart	6.1-74
6.2	Project Management	6.2-1
6.2.1	Methodology, Approach and Experience	6.2-8
6.2.2	Managing Lot Activities	6.2-19



Technical Submittal		
Tab Number/ Section Number	Section Title	Page
6.2.2.1	General Contract Management and Project Management	6.2-43
6.2.2.2	Lot 6/7 System Support Services Project Management	6.2-129
6.2.3	Staffing Chart	6.2-141
6.3	System Support Services – General	6.3-1
6.3.1	Methodology, Approach and Experience	6.3-25
6.3.2	Managing Lot Activities	6.3-37
6.3.2.1	Required Work Skills	6.3-45
6.3.2.2	Required Activities/Tasks	6.3-65
6.3.2.3	Required Items	6.3-93
6.3.3	Child Welfare	6.3-118
6.4	Application Maintenance	6.4-1
6.4.1	Methodology, Approach and Experience	6.4-27
6.4.2	Managing Lot Activities	6.4-37
6.4.2.1	Activities	6.4-49
6.4.2.2	Required Items	6.4-75
6.4.3	Staffing Chart	6.4-84
6.5	Application Modifications/Enhancements	6.5-1
6.5.1	Methodology, Approach and Experience	6.5-26
6.5.2	Managing Lot Activities	6.5-50
6.5.2.1	Commonwealth Responsibilities	6.5-58
6.5.2.2	Offeror Responsibilities	6.5-60
6.5.2.3	Required Items	6.5-113
6.5.3	Staffing Chart	6.5-163
6.5.4	Child Welfare	6.5-166
6.6	Application/Systems Operations Support	6.6-1
6.6.1	Methodology, Approach and Experience	6.6-18
6.6.2	Managing Lot Activities	6.6-31
6.6.2.1	Activities	6.6-44
6.6.2.2	Offeror Responsibilities	6.6-46
6.6.2.3	Required Items	6.6-47
6.6.3	Staffing Chart	6.6-49
6.7	Application Adoption and System Implementation Support	6.7-1



Technical Submittal		
Tab Number/ Section Number	Section Title	Page
6.8	Defect Management	6.8-1
6.8.1	Methodology, Approach and Experience	6.8-4
6.8.2	Managing Lot Activities	6.8-12
6.8.2.1	Defect Management	6.8-14
6.9	ITSS and DTSS	6.9-1
6.9.1	Methodology, Approach and Experience	6.9-17
6.9.2	Managing Lot Activities	6.9-31
6.9.2.1	Activities	6.9-43
6.9.2.2	Required Items	6.9-158
6.9.3	Staffing Chart	6.9-169
6.9.3.1	Staffing Requirements	6.9-170
6.10	Turnover Services	6.10-1
6.10.1	Methodology, Approach and Experience	6.10-4
6.10.2	Managing Lot Activities	6.10-13
6.10.2.1	Scope	6.10-26
6.10.2.2	Deliverables	6.10-31
6.10.2.3	Required Items	6.10-42
6.10.3	Staffing Chart	6.10-64
7	Prior Experience	7-1
7.1	Offeror Experience	7.1-1
7.2	Client References	7.2-1
7.3	Disclosures	7.3-1
7.4	Offeror Organization Information	7.4-1
7.5	Subcontractor Organization information	7.5-1
8	Personnel	8-1
8.1	Personnel Information	8.1-1
8.2	Organization Chart	8.2-1
8.3	Client References	8.3-1
8.4	Staffing Narrative	8.4-1
8.4.1	Interaction with All Selected Offerors	8.4-3
8.4.2	Responsibilities of Key Staff	8.4-5
8.4.3	Qualifications for Each Role	8.4-12



<b>Technical Submittal</b>		
<b>Tab Number/ Section Number</b>	<b>Section Title</b>	<b>Page</b>
8.4.4	Qualifications of Key Staff	8.4-16
8.5	Resumes	8.5-1
8.5.1	Right to Represent Form	8.5-4
8.5.2	Key Staff	8.5-14
8.5.3	Proposed Staff	8.5-92
8.5.4	Exclusively Available Staff	8.5-152
8.6	Key Staff Diversions or Replacement	8.6-1
9	Contract Standards	9-1
9.1	Service Level Agreements within the Scope of Our Services	9-5
9.2	Commonwealth Minimum SLAs	9-7
9.3	Ramp Up to SLA Management	9-25
10	Emergency Preparedness	10-1
11	Financial Capability	11-1
12	Objections and Additions to Contract Terms and Conditions	12-1
13	Domestic Workforce Utilization Certification (Appendix F)	13-1
14	Lobbying Certification (Appendix G)	14-1
<b>Disadvantaged Business Submittal</b>		
Submitted Under Separate Cover		
<b>Cost Submittal</b>		
Submitted Under Separate Cover		
<b>Contractor Partnership Program (CPP)</b>		
Submitted Under Separate Cover		
<b>Mentor/Protégé Program (MPP)</b>		
Submitted Under Separate Cover		



# Tab 3: RFP Cross Reference Checklist

II	Page II-1	RFP Reference: Proposal Requirements
----	-----------	--------------------------------------

Offerors must format their technical responses using the following guide:

3. Tab 3: RFP Cross Reference Checklist (**Appendix E**)

As per the RFP, we have attached the RFP Cross Reference Checklist (Appendix E) so that the Commonwealth can confirm that we have answered all RFP requirements.



## RFP #16-09 Cross Reference Checklist

Technical Submittal

<input checked="" type="checkbox"/> Tab 1 Cover Sheet .....	Page <u>1-1</u>
<input checked="" type="checkbox"/> Tab 2 Table of Contents.....	Page <u>2-1</u>
<input checked="" type="checkbox"/> Tab 3 RFP Cross Reference Checklist .....	Page <u>3-1</u>
<input checked="" type="checkbox"/> Tab 4 Statement of the Problem .....	Page <u>4-1</u>
<input checked="" type="checkbox"/> Tab 5 Management Summary.....	Page <u>5-1</u>
<input checked="" type="checkbox"/> Tab 6 Work Plan .....	Page <u>6-1</u>
<input checked="" type="checkbox"/> Tab 7 Prior Experience .....	Page <u>7-1</u>
<input checked="" type="checkbox"/> Tab 8 Personnel.....	Page <u>8-1</u>
<input checked="" type="checkbox"/> Tab 9 Contract Standards .....	Page <u>9-1</u>
<input checked="" type="checkbox"/> Tab 10 Emergency Preparedness .....	Page <u>10-1</u>
<input checked="" type="checkbox"/> Tab 11 Financial Capability.....	Page <u>11-1</u>
<input checked="" type="checkbox"/> Tab 12 Objections and Additions to Contract Terms and Conditions.....	Page <u>12-1</u>
<input checked="" type="checkbox"/> Tab 13 Domestic Workforce Utilization Certification .....	Page <u>13-1</u>
<input checked="" type="checkbox"/> Tab 14 Lobbying Certification .....	Page <u>14-1</u>

Disadvantaged Business or Enterprise Zone Small Business Submittal

Cost Submittal

Contractor Partnership Program (CPP) Submittal

Mentor/Protégé Program (MPP) Submittal



# Tab 4: Statement of the Problem



PA\_DPW-099a

<b>II</b>	Page II-2	RFP Reference: II-1. Statement of the Problem
-----------	-----------	---

State in succinct terms your understanding of the problem presented and the service required by this RFP for the lot(s) being proposed.

**Deloitte is the only Lot 6 bidder with the capabilities to assist Pennsylvania DPW in addressing the complex problems you face. We do not make this statement lightly. DPW is embarking on a dramatic shift in the way you deliver IT services at a time when most states are simply hoping to ride out the current wave of technical change and crushing budget pressures. Deloitte has navigated these waters with you for over 25 years and as a Lot 6 offeror we bring you our experience in business strategy, IT solution design, feasibility and assessment techniques. Our preeminent position and heritage as the leading HHS professional services firm in the nation is based on long and sustaining relationships with our clients including DPW. We know where the rocks are hidden, what is around the next bend and we understand the strength of capabilities it will require to navigate together to calmer waters.**

## Unique and Distinguishing Factors



- Deloitte understands the evolution of the DPW IT service delivery because we've worked directly with you for the last 10 years
- Deloitte is the clear market leader in delivering HHS IT services nationally and brings that experience and depth of capability to DPW
- Deloitte is proud of our successful 30 year relationship with Pennsylvania and has the financial and organizational stability to continue serving you for the duration of the project

## DPW Understands it is Not Getting Any Easier

The opportunity to deliver accurate and impactful health and human services benefits and services effectively to citizens has never been greater. Technology has enabled self service, 24x7 access, call centers, document imaging and common client identifiers that have rapidly increased worker efficiency and reduced client dependency on interacting face to face with case workers. But that is where easy ends. Rapidly changing program structures, a wide array of complex technologies and severe budget pressure make this the most complicated environment for HHS IT organizations to date. DPW clearly understands this, and recognizes it is not getting any easier.



# DPW Is Doing More with Less

In the middle of these dramatic change in economic climate, DPW is also embarking on a lot structure that will require immense coordination across lots, especially between the Lot 6 and Lot 7 vendors in lock step. DPW will need to address these additional challenges while responding to program and policy changes.

## Doing more:

- **More Systems.** Monolithic systems of the 80's and early 90's were broken apart into an array of open systems to meet growing program and service delivery needs. In 1985 Pennsylvania DPW depended on 2 main systems to manage and deliver health and human services (CIS and PACSES). Today, more than 27 individual systems are required to sustain your business operations.
- **More Technologies.** The Internet boom of the late 90's broke open a technical landscape previously commanded by a handful of large technology companies. What was once a decision between Blue (IBM) and Red (Unisys) has turned into a field of hundreds of competing and complementary technologies delivering critical pieces to the end products. In 2000 the list of software tools and technologies utilized by PA DPW would fit easily on one page. Today, the list of software tools and technologies itemized in this response stretches to over 5 pages long.
- **More Demands.** Despite over a century of large-scale welfare and health programs in the United States, far too many of our people continue to go hungry, struggle to support their families and succumb to preventable illness and disease. The initial implementations of these programs harvested the low hanging fruit. What is left are complex, entrenched and widely disparate problems that require more specialized programs and services. Where once the focus was on three core benefit programs (Food Stamps, Cash Assistance and Medical Assistance) there are now hundreds of programs designed to address the increasingly specialized circumstance and needs of citizens.

## With less:

- **Less Money.** It is widely speculated that unlike the most recent recessions, we will not experience an immediate across the board rebound to the pre-recession growth levels. Public and private organizations are faced with the possibility that recent reductions in spending may very well be lasting for multiple years. Pennsylvania is not exempt from this challenge. Governor Rendell has been forced to require across the board agency budget reductions several times during his tenure. It is not a matter of waiting out, this may very well be the "new normal" for a number of years.
- **Smaller Workforce.** The aging public sector workforce has put a number of Health and Human Services IT organizations in very real jeopardy. States have indicated that in some cases greater than 50 percent of their mission critical IT workforce is currently eligible for retirement. They could theoretically walk out tomorrow, bringing



the ability to maintain critical systems to a halt. Add to this the same problem on the administrative, eligibility, case and social worker side of the organization and there is no clear vision of who and how many will make up the HHS workforce of, literally, tomorrow.

- **Less Certainty.** The volume, speed and availability of information have resulted in a news cycle measured in minutes and increasingly seconds. The impact of this change on politics is playing out daily. The overall impact on Government may not yet be fully realized, but is inevitable. One thing is for sure, how decisions are made, organizations are structured and policies enacted will become more fluid, in many cases more reactive and undoubtedly subject to broader scrutiny.

Given the circumstances, DPW is making incredible progress doing more with less. We understand **these are the pressures DPW IT faces every day**. We also understand the enormity of these challenges is not expected to be solved directly through the specific objectives of this procurement. But these are the scale of challenges we have dedicated ourselves to facing and solving with you for more than 25 years and that we will continue to take on with you on the other side of this procurement. For the Lot 6 services, these challenges are related to segmenting full SDLC sequence of services into Systems requirement and General System design steps creating additional handoff's from Lots 1 – 5, and integration for each of the 27 in-scope systems with the Lot 7 vendor.

**While the structure of this procurement will change the daily roles and responsibilities of Deloitte as Lot 6 offeror, as well as DPW it will not change our dedication to bringing the full capabilities our firm has to offer to take on your biggest and most complex challenges with you, side by side, every day.**

---

#### **Problem Statement for Lot 6**

DPW deserves and requires the continued services of the firm that has time and again proven itself as your most dedicated professional services provider with proven market thought leadership in program, IT innovations and solution design, and that has established itself as the national leader in HHS Systems Integration through executable advise: Deloitte.

---



# 4.1 Understanding of the Problem and Services Required



PA\_DPW-100a\_4

II	Page II-2	RFP Reference: II-1. Statement of the Problem
----	-----------	---

State in succinct terms your understanding of the problem presented and the service required by this RFP for the lot(s) being proposed.

For a Lot 6 offeror to fully understand the problem presented, we believe you need to also understand the current state and the past. The RFP clearly lays out objectives for the procurement and a vision for a future state IT operating model consisting of multiple vendors interacting across tasks and activities that straddle the system development life cycle. But to a bidder unfamiliar with where DPW has been, we believe their view of the problem will fail to comprehend that this is not a sharp left turn for DPW, but the continuation of an evolution that has been occurring over the past 10 years. The lot structure also presents additional responsibilities for DPW and Deloitte as the Lot 6 offeror to act as the bridge connecting the high level BRDs prepared by Lots 1 – 5 vendors, and deliver an executable design for the Lot 7 vendor.

At the core Deloitte fully comprehends the true scope, functional design, solution approach, technical and architectural complexities, and mission critical nature of the 6 applications, 27 business systems, 25+ enterprise services and the 200+ subsystems included in the scope of the DPW IT Services project:

- **iCIS**, the largest of the core applications, is key to the delivery of benefits to people in need and serves 2.5 Million citizens. iCIS is depended upon by many of the DPW departments
- **PELICAN** supports 10 distinct service programs and manages Child Care services to 150,000 participants, including 11,000 children in Pre-K

## Have you heard?

Our Health and Human Services Practice is comprised of 25 principals and directors and more than 1,000 practitioners dedicated exclusively to human services programs and initiatives. The result of this dedication is a group of professionals who can apply leading practices in strategy, scenario planning, operations improvement, systems integration, human capital, and outsourcing specifically to human services agencies - and generate results for those organizations.



- **HCSIS**, central waiver and long term care case management solution for DPW, administers 17 waivers, and programs across 8 program offices, serving more than 200,000 participants
- **PACSES** manages 1.2 Million active child support cases, affecting 640,000 children
- **Child Welfare** represents a portfolio of 14 stand alone systems that support the OCYF and 67 clients to meet basic federal reporting needs and serves a child population over 2 million with over 20,000 active foster care cases
- The existing set of 25+ **Enterprise Services** forms the foundation for DPW's vision for expansion of a Service Oriented Architecture

Together, these systems combine to create one of the most functionally rich and complex HHS IT environments that bring more than 25 different HHS programs, with profound functional and architecture features not comparable to any other state in the nation as illustrated in **Figure 4.1-1** that follows:

## DPW Mission Critical Application And Systems Enterprise

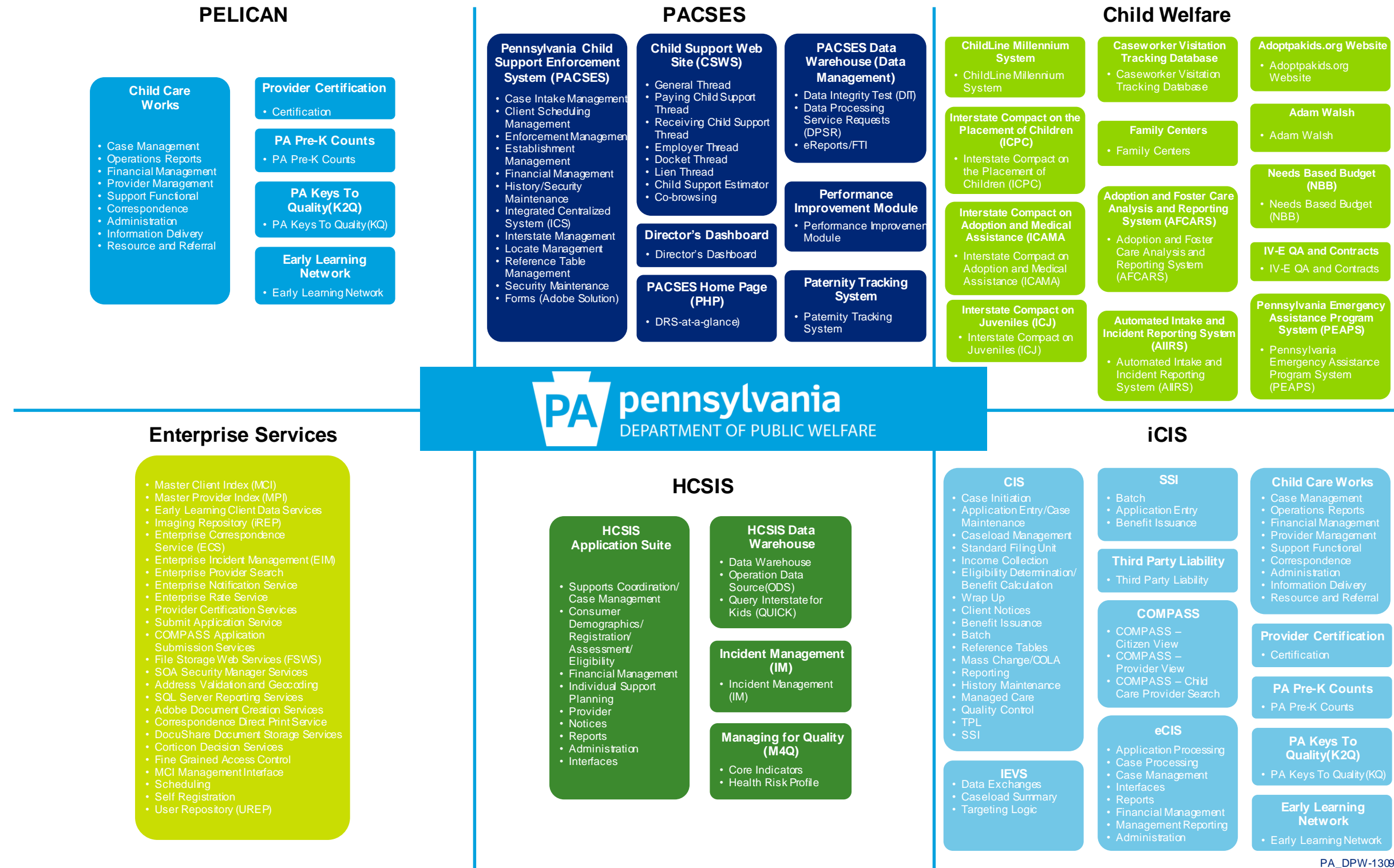


Figure 4.1-1. DPW Mission Critical Applicant and System Enterprise.

Deloitte, the only HHS thought leader who has intimate knowledge of the architecture, design, and solution platform of the topology spanning 50 products and 200+ subsystems, brings this experience to DPW.

PA\_DPW-1309





In addition, there are a number of critical business operations and in-progress Fiscal Year 10/11 initiatives that span or occur during the transition period. Examples of these business operations and fiscal year initiatives include:

- **LIHEAP Enhancements.** Changes to LIHEAP identified by OIM Executive Staff for the 10-11 LIHEAP Crisis season.
- **Child Care Fiscal Year Rollover Process.** Annual process to update enrollments at the end of the fiscal year.
- **HIPAA 5010 Remediation.** Remediation for HCSIS and CIS compliance with the ASC X12 5010 transaction code set, for which Level 2 compliance is required by January 2012.
- **Enterprise Certification.** Expand to support the Office of Developmental Programs (ODP), responsible for protecting the health, safety and well-being of individuals with developmental disabilities.
- **IV-B Production Deployment Support.** Continuing production software deployment, production data conversion, and software rollout support for the iCIS Incremental Renewal Phase IV-B.
- **MIPPA Enhancements.** Automating a daily SSA file process for eCIS and CIS to reduce CAO workload and consistently apply automated eligibility rules across the Commonwealth.
- **PACSES PIM Dashboard and Predictive Analytics.** Developing a predictive modeling module and dashboard user interface to support the analysis of demographic data for members and regions to improve collection and effectiveness of enforcement of support orders.
- **ODP Reporting Analytics.** Providing support for ODP's management of the program using data collected in HCSIS, including support for compiling the Waiver Assurances Evidence Report in preparation for a CMS waiver review.
- **ELN Pearson Upgrade.** Changes to ELN and the ELN/Pearson interface resulting from the Pearson Ounce and Work Sampling System upgrades and other infrastructure changes.
- **NOMI Automation.** Automating the sending of a notice to applicants and recipients going through a renewal process that they have missed their scheduled interview meeting.

Why do we feel so strongly that this understanding and experience is an important differentiator in our approach? Because with Deloitte as the Lot 6 service provider we bring a historical perspective, and understanding and perspectives of what is behind these complex systems. Selecting Deloitte for Lot 6, helps DPW by continuing to charge forward making carefully changes in business and IT direction, while pressing forward towards the envisioned future state of an enterprise based model.





## Deloitte's Understanding of the Problem

The following table describes how we believe the problem presented represents a continued evolution in the way DPW manages and deliver IT. While the problems represented here are for full SDLC services, given the extent of coordination needed between Lot 6 and Lot 7 vendors, we believe the understanding of the problems are critical for the overall functioning and success of the DPW projects.

IT Component	Then (2000-2005)	Now (2005-2010)	Future (2010-2015)
<b>Procurement</b>	<ul style="list-style-type: none"> <li>Project and initiative driven procurement</li> </ul>	<ul style="list-style-type: none"> <li>Integrated full SDLC buy</li> </ul>	<ul style="list-style-type: none"> <li>Bifurcated SDLC buy</li> </ul>
	The shift captures the benefits of “bulk” technology purchasing (particularly if Lot 6 and 7 are awarded to a single vendor) with an “on demand” utilization of vision and requirements definition services in Lots 1-5.		
<b>Contract Management</b>	<ul style="list-style-type: none"> <li>Large number of contracts, in many cases multiple contracts with the same vendors</li> </ul>	<ul style="list-style-type: none"> <li>Consolidated contract management</li> </ul>	<ul style="list-style-type: none"> <li>Management of between 2 and 7 contracts</li> </ul>
	This evolution mirrors the shift in procurement approach resulting in a slight increase in contract management overhead to be supported by DPW. Potential for IT to focus on management of the core IT services with increased program office participation in the strategy and requirements related contracts.		
<b>Governance</b>	<ul style="list-style-type: none"> <li>Project and system centric</li> </ul>	<ul style="list-style-type: none"> <li>Enterprise</li> </ul>	<ul style="list-style-type: none"> <li>Hybrid Enterprise and Program Area</li> </ul>
	The shift to Enterprise centric governance enabled DPW to make significant strides in rationalizing your IT portfolio and establishing shared services. The future begins to reintroduce a program focus while maintaining the established Enterprise governance		
<b>Application Management and Architecture</b>	<ul style="list-style-type: none"> <li>Rapid expansion in the number of systems within the portfolio</li> </ul>	<ul style="list-style-type: none"> <li>Reigning in of application proliferation, services for highly common functions</li> </ul>	<ul style="list-style-type: none"> <li>Service (vs. system) approach with more specialized business functions being service enabled</li> </ul>
	DPW has laid a solid foundation for industry leading adoption of a Service Oriented Architecture over the past 5 years. This procurement breaks takes a critical next step by breaking down the walls between “system” focused development teams.		
<b>Shared Services</b>	<ul style="list-style-type: none"> <li>Limited utilization</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of shared services across specialized technical and operational capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Continued expansion of shared services</li> </ul>
	Establishment and adherence to technical standards and methodologies increases the benefits gained through shared service. Restructuring of the contracting approach provides an opportunity to further accelerate shared services adoption across the enterprise		



IT Component	Then (2000-2005)	Now (2005-2010)	Future (2010-2015)
<b>Program Office/ Business Alignment</b>	<ul style="list-style-type: none"> <li>IT is highly coupled to program offices</li> </ul>	<ul style="list-style-type: none"> <li>IT management consolidated into an IT-based center while a single end to end development vendor maintains close program alignment during the SDLC</li> </ul>	<ul style="list-style-type: none"> <li>Program area groupings aligned closely with strategy and requirements focused vendors. Architecture and development remain in IT-based center and execute mid-SDLC hand-offs</li> </ul>
	The evolution of program office alignment shifts toward a hybrid model that more closely aligns IT in the early SDLC phases while decoupling it in the later SDLC phases.		
<b>Multi-Lot Vendor Coordination</b>	<ul style="list-style-type: none"> <li>Multiple contracts and vendors supporting applications</li> </ul>	<ul style="list-style-type: none"> <li>One Integrated Vendor to support DPW Systems which provides for vendor lock in and a lower degree of competition</li> </ul>	<ul style="list-style-type: none"> <li>IT Management and delivery broken down into service delivery by Requirements, User Acceptance Testing, and Help Desk separate from the Architecture and Development service provider.</li> </ul>
	In addition to coordination with the lot 1-5 vendors, the new lot structure brings additional responsibilities and requires coordination between the lot 6 and lot 7 vendors across numerous touch-points throughout the SDLC process.		

Figure 4.1-2. Deloitte’s Understanding of DPW’s IT Delivery Evolution.

Deloitte understands that in order to achieve this evolution DPW has determined that structural changes in the way IT services are procured is required, not as a means for departing completely from the past, but as a means for continuing to make gains towards a future vision. We have been a key component in this evolution to date, and believe strongly that in order to continue, selecting Deloitte as your HHS thought leader for Lot 6 provides DPW with an unmatched set of advantages:

IT Component	Advantages to DPW with Deloitte as the Lot 6 Service Provider
<b>Procurement</b>	<ul style="list-style-type: none"> <li>Deloitte has maintained a successful relationship with the Commonwealth for over 30 years as a service provider and member of the community. We are committed to the Commonwealth and are dedicated to assisting with your most difficult challenges. We provide the financial and organizational stability required to deliver these services required for Lot 6 successfully for the full term of the contract.</li> </ul>
<b>Contract Management</b>	<ul style="list-style-type: none"> <li>Deloitte has worked closely with DPW to establish effective contract management procedures with the DPW PMO over the last five years. With Deloitte, there is no transition for either of us enabling DPW to focus on establishing contract management procedures with the Lot 1-5 vendor(s).</li> </ul>



IT Component	Advantages to DPW with Deloitte as the Lot 6 Service Provider
<b>Governance</b>	<ul style="list-style-type: none"> <li>We have worked closely with you dating back to the earliest days of the H-NET project to establish the current governance processes. As we look forward to further evolution in the governance process necessary to accommodate the new operating model the Lot 6 service provider will need to work effortlessly across Enterprise and Program Area (Lot 1-5, and 7) governance bodies. Our established relationships, understanding of the governance procedures and HHS IT and business knowledge will enable us to be a productive member across governance bodies from day 1.</li> </ul>
<b>Application Management and Architecture</b>	<ul style="list-style-type: none"> <li>Since the implementation of MCI and MPI seven years ago Deloitte has worked with DPW to establish 25 enterprise services that have made DPW a national leader in HHS IT service enablement. The next phase on this evolution requires the design and architecture of more business specific services that can continue to meet diverse business requirements while increasing technology asset re-use. Our unmatched experience working across DPW systems will accelerate progress towards the envisioned service-based environment. We can help DPW address the silo approaches that may occur as a result of the Lots 1 – 5 structure to maintain an enterprise services vision t Lot 6, and later implemented by Lot 7.</li> </ul>
<b>Shared Services</b>	<ul style="list-style-type: none"> <li>We have seen impressive gains in DPW’s establishment of shared services over the past 10 years and provide to DPW the breadth of technical experience and process rigor required to continue this evolution into the next phase. Drawing increasingly on the ITIL framework to expand high performance shared services, Deloitte will enable DPW to achieve your vision. With Lot 6 services, Deloitte delivers strong shared services experience that can be leveraged to meet enterprise needs.</li> </ul>
<b>Program Office/Business Alignment</b>	<ul style="list-style-type: none"> <li>Over the past 10 years Deloitte has worked closely with program offices across DPW to develop the current portfolio of systems. The breadth of our national HHS practice keeps us constantly abreast of the challenges and opportunities program offices face in conducting their business. As the Lot 6 service provider, Deloitte’s ability to accurately interpret Business Requirements from the Lot 1-5 vendors into technology architecture, systems requirements, and design that meets DPW’s business needs will mitigate the risks inherent in this operational model</li> </ul>
<b>Multi-Vendor Coordination</b>	<ul style="list-style-type: none"> <li>Deloitte as you know has a style which is grounded in collaboration and approach which puts DPW’s goals first. As the Lot 6 service provider Deloitte is in the position to facilitate multi-vendor coordination amongst the Lot 1-5 vendors to realize the goals of increased service oriented architecture and reduced cost of ownership of IT systems. Then we can coordinate with the Lot 7 vendor to implement the solution based on our design direction and approach. Our teams have worked side by side with DPW to shape the shared services functions to begin an integrated architecture across IT systems.</li> </ul>

**Figure 4.1-3. Advantages to DPW with Deloitte as the Lot 6 Service Provider.**

Within every problem is an opportunity. We understand the problem presented in the RFP and see in it an opportunity to continue to assist DPW in driving to even higher levels of IT performance while adapting to a rapidly changing landscape.



## Understanding Your Objectives

<b>IV</b>	Page <b>IV-1</b>	RFP Reference: IV-1 Purpose
-----------	---------------------	-----------------------------

In planning this procurement, DPW has developed the following guiding principles to meet its objectives for the resulting contract:

<b>IV</b>	Page <b>IV-22</b>	RFP Reference: IV-4 Objectives of this RFP
-----------	----------------------	--

With the issuance of RFP 16-09, DPW is seeking to achieve the following:

The proposed team has reviewed the objectives outlined in *Section IV-1* and *Section IV-4* of the RFP and understands your need for responding vendors to prioritize cost and performance considerations in their responses. We embrace your concerns, and understand why they are important to you. With the increasing focus on “providing more for less”, DPW has outlined specific objectives in the RFP relating to Lot 6 services that seek to maximize the Department’s spend by streamlining the flow of work between the lot vendors and increasing the sharing of business, personnel, and IT investments across your enterprise.

In the table below, we have outlined some of the key objectives that you have identified in the RFP and our understanding of their importance and approach to accomplishing them.

RFP Objective	Deloitte’s Understanding	Deloitte’s Approach to Meeting DPW’s RFP Objectives
<b>Increased Accountability</b>	<ul style="list-style-type: none"> <li>DPW has also outlined specific service level agreements and service level objectives in order to continue to improve the quality of the IT services that are provided.</li> </ul>	<ul style="list-style-type: none"> <li>We have adhered to your service level agreements and objectives in our existing contract and profess to continue that adherence in the new contract. As testament to this, our SLA/SLO compliance has been more than 98 percent since their implementation in your contractual structures beginning in 2007. Many of the system specific SLAs are applicable to Lot 7 only. We will work with DPW to identify the areas of hand off to Lot 7 vendor, transition from Lot 1 – 5 vendor and discuss SLA applicability for Lot 6..</li> </ul>
<b>Competition</b>	<ul style="list-style-type: none"> <li>The structure of the RFP will result in the selection of multiple vendors serving PA DPW across various phases of the SDM and providing operational and shared services support.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge the Department’s desire to obtain the “best-of-breed” services and price by separating the requirements gathering activities from the actual development and deployment activities.</li> <li>Deloitte has worked under the federal Planning and Implementation vendor model for many HHS programs. In addition we understand how QA &amp; IVV models with multivendor projects.</li> </ul>



RFP Objective	Deloitte's Understanding	Deloitte's Approach to Meeting DPW's RFP Objectives
<b>Collaboration</b>	<ul style="list-style-type: none"> <li>DPW expects collaboration between the Department and the vendors, and between the successful vendors, in order to use the knowledge, experience, and skill of the parties and to successfully achieve the Department's mission.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has established successes in other multi-vendor environments including the states of Pennsylvania, Texas, Massachusetts, Wisconsin, and others. We anticipate the same level of success working with your selected vendors for this engagement. We are known and recognized for collaboration by third party evaluators.</li> </ul>
<b>Performance</b>	<ul style="list-style-type: none"> <li>DPW has provided a framework for contract management that monitors contractor performance, which allows the Department to review the planned system enhancement costs, and thereby providing the leading value to the Department, the end user and the constituency.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has a 99.9 percent approval rate of contractually required artifacts and deliverables.</li> <li>As stated above, Deloitte has greater than 98 percent compliance with service level agreements and objectives since instituted in 2007.</li> <li>We plan to provide that same level of performance in this engagement.</li> </ul>
<b>Work Prioritization</b>	<ul style="list-style-type: none"> <li>DPW expects vendors to be flexible in order to accommodate changes in DPW priorities and program initiatives.</li> <li>Vendors will annually facilitate IT business visioning and planning sessions to re-prioritize work that will carry over into the next fiscal year and to identify and negotiate the scope of any new work being planned for the following fiscal year.</li> </ul>	<ul style="list-style-type: none"> <li>For the past several years, Deloitte has collaborated with the Department in establishing the program priorities for the upcoming fiscal years and has confirmed that work that has completed in one fiscal year has effortlessly transitioned to completion in an upcoming fiscal year. This is evidenced by our work in implementing over 200+ Federal, State, Program, and Policy change initiatives for the Department.</li> <li>We profess to continue to work with the Department and your selected vendors to help prioritize and implement your program and IT initiatives in the future.</li> </ul>



RFP Objective	Deloitte's Understanding	Deloitte's Approach to Meeting DPW's RFP Objectives
<p><b>Simplification</b></p>	<ul style="list-style-type: none"> <li>• DPW encourages the simplification and integration of policies, procedures, and workflow (e.g. change management process) across each system.</li> <li>• Vendors need to achieve greater flexibility in terms of simplifying changes to support the Department's mission.</li> </ul>	<ul style="list-style-type: none"> <li>• Deloitte recognizes opportunities to streamline and simplify the processes for which contractual deliverable are produced.</li> <li>• We expect, and embrace, changes that will provide more value and fewer administrative steps in the production and delivery of those artifacts.</li> <li>• We have worked with you in the past, and profess to continue to do so in this new contract, to evaluate existing processes and procedures and recommend changes where appropriate. An example of where we have done this in the past includes: the initiative tracker being added to the to the CIO dashboard to provide a summary of the cost/revisions/sections; added project spotlights to provide an overview of key initiatives, and worked with the DPW PMO to shorten naming conventions for artifacts so renaming is not required when moving to DocuShare.</li> <li>• Deloitte also professes to continue to work with you to identify returns on your investments in your infrastructure and promote reusable business services or the leveraging of existing services across your enterprise.</li> </ul>
<p><b>Quality of Services</b></p>	<ul style="list-style-type: none"> <li>• DPW will confirm Quality of Services through the establishment of a blended rate for each of the defined service categories and associated title and level descriptions.</li> <li>• DPW will confirm Quality of Services through the expanded use of Service Level Agreements (SLAs) to objectively assess the selected Vendor's performance.</li> </ul>	<ul style="list-style-type: none"> <li>• We have adhered to your service level agreements and objectives in our existing contract and profess to continue that adherence in the new contract. As testament to this, our SLA compliance has been more than 99.9 percent since their implementation in your contractual structures beginning in 2007.</li> <li>• Deloitte understands the need to establish a blended rate to obtain the services at the most competitive rate. Our contracts with you have utilized the concept of a blended rate since 2009.</li> </ul>



RFP Objective	Deloitte's Understanding	Deloitte's Approach to Meeting DPW's RFP Objectives
<b>Responsiveness to State and Federal Changes</b>	<ul style="list-style-type: none"> <li>DPW has many external stakeholders that continuously affect its direction and vision. These stakeholders include: the Federal Government, the State Legislature, the Governor's Office and Cabinet, the Courts, advocacy groups, consumers of services, and family members. These stakeholders can affect DPW policy and procedures through legislative or policy changes, and can have a profound impact on existing DPW initiatives/projects.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has been working with HHS agencies for a number of years and is very cognizant of the fact that priorities change as well as legislative (both state and federal) initiatives or requirements.</li> <li>We have assisted the Department in successfully implementing greater than 99.9 percent of these initiatives on time. In fiscal year 2008-2009 we implemented the following initiatives including, but not limited to: Worker Dashboard, Employer Enhancements, and the Modern Office. Our ability to "roll with the punches" has been evidenced by these successful and on time implementations – several of which had very tight timelines for completion.</li> <li>We profess to continue to be nimble and be able to quickly react to changes in priorities in the upcoming contract.</li> </ul>

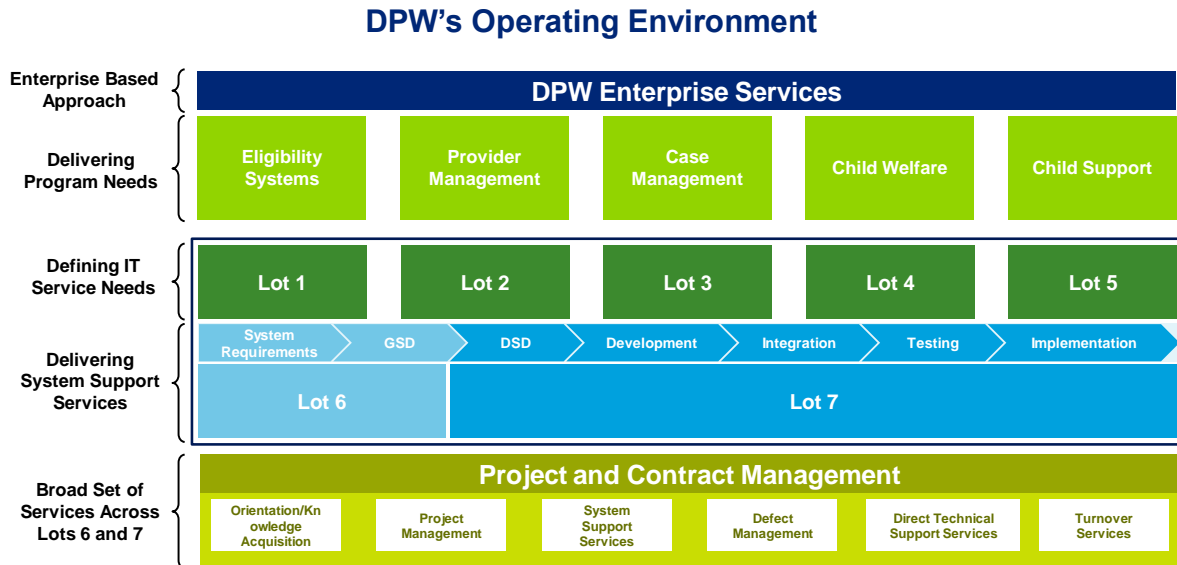
Figure 4.1-4. Deloitte's Approach to Meeting DPW's RFP Objectives.





## Understanding DPW’s Future Operating Model

We demonstrate our understanding of DPW’s operating model in Figure 4.1-5, which includes the business need and the organization of services, and the vendors that provide those services across the enterprise. At a high-level, components of the operating model include an Enterprise Based Approach, Delivering Program Needs, Defining IT Service Needs, Delivering System Support Services, and Providing a Broad Set of Services across Lots. We provide a description of our understanding at each component level in the table following the figure.



PA\_DPW-353\_6

**Figure 4.1-5. Overview of DPW’s Future Operating Environment.**

The DPW environment diagram depicts the new lot structure that will be used to deliver the broad set of services are required by the RFP.

The matrix below defines in more detail various components of DPW’s operating model and our understanding of those components in relation to Lot 6 services.

DPW’s Anticipated Response to Problem	Deloitte’s Understanding and Alignment with DPW’s Vision
<p><b>Enterprise Based Approach</b></p>	<ul style="list-style-type: none"> <li>The DPW project needs to be viewed as a collection of independent but interconnected program initiatives such as Eligibility Systems, Provider Management, Case Management, etc. that support the citizens of the Commonwealth.</li> <li><b>DPW Vision.</b> Provide services in a holistic manner and promote a “one stop shop” philosophy for the Commonwealth constituency so that they can have experience obtaining services rather than separate entry points to receive the Departments services. Case Intake, for example, should be common across the programs – COMPASS is the Departments vision for that service. Other services should be provided in the same manner, regardless of program area. Deloitte as your Lot 6 offeror brings this enterprise perspective transitioning from high level BRD to SRD.</li> </ul>





DPW's Anticipated Response to Problem	Deloitte's Understanding and Alignment with DPW's Vision
<p><b>Delivering Program Needs</b></p>	<ul style="list-style-type: none"> <li>• At the top level, DPW systems facilitate service delivery for human services programs in Pennsylvania.</li> <li>• <b>DPW Vision.</b> By eliminating the redundancy in service delivery, the Department will be able to get the benefits to the client in the more effective manner. Again, by viewing the services in a holistic manner, the delivery of those services can be provided across each program area. Each of the systems that the Department oversees has common threads of program and business functionality. The lot 1 through 5 structures organizes those threads into common business processes and Deloitte as your Lot 6 offeror plays a key role in developing executable advice in the form of a solution design for the Lot 7 provider.</li> </ul>
<p><b>Defining IT Service Needs</b></p>	<ul style="list-style-type: none"> <li>• Lots 1-5 involve defining the needs of the aforementioned systems and laying a foundation for the maintenance, modification and enhancement of those systems.</li> <li>• <b>DPW Vision.</b> Once the common business/program threads are defined, the lines between HCSIS, PELICAN, PACSES, and iCIS somewhat blur yet the Department still retain the individual program flavor that is required for successful delivery of their services. Each program area has separate nuances with respect to how they administer each of the services; this lot structure facilitates those differences. Deloitte as the Lot 6 offeror plays a very important role in bridging the gap between the work from Lot 1 – 5 vendor and assisting the Lot 7 vendor in remaining SDLC phases.</li> </ul>
<p><b>Delivering System Support Services</b></p>	<ul style="list-style-type: none"> <li>• Lots 6-7 involve support for maintaining, modifying and enhancing DPW systems.</li> <li>• <b>DPW Vision.</b> In a similar fashion, system development services can be delivered irrespective of the program requiring that service. If requirements are clearly defined, the lot 6 and 7 vendor should be able to implement those requirements regardless of the program need. Therefore, application design, development, and implementation resources can be shared across the program areas which further advances the Department's service oriented vision.</li> </ul>
<p><b>Providing a Broad Set of Services across Lots</b></p>	<ul style="list-style-type: none"> <li>• There are shared services/processes across Lots 1-7 that must be effective. Examples of these services are Orientation/ Knowledge Acquisition, Project Management and Turnover Services.</li> <li>• <b>DPW Vision.</b> Regardless of the lot or vendor, the Department anticipates that each vendor should "hit the ground" running and be able to provide a common set of services across contracts. For example, project management services should be similar across the lots and consistent with the Department's philosophy and approved processes. Deloitte with its broad experience with DPW and currently provides full SDLC services is able to separate the activities for Lot 6 specific phases and deliver them effectively starting Day 1.</li> </ul>

Figure 4.1-6. Deloitte's Understanding of the DPW Operating Model.



## Understanding DPW’s Systems Support Services

<b>IV</b>	Page <b>IV-300</b>	RFP Reference: Systems Architecture Lot #6 and Technical Support Services Lot # 6
-----------	-----------------------	---

The Selected Offeror for Lot #6: will be responsible for the following Systems Support Services activities and tasks throughout the term of the resulting contract:

The RFP describes a discrete list of services that the prospective vendor must perform for Lot 6 and 7. In the table below, we list each of these services.

Additionally, we describe our understanding of the service and expand on Deloitte’s positioning to deliver this service, and areas where Deloitte as the Lot 6 offeror will require tight coordination with Lot 7 provider in order to complete the full SDLC lifecycle of a project.

RFP Service	Deloitte’s Understanding of Services	Deloitte’s Approach to Meeting the System Support Services Requirements
<b>Orientation/ Knowledge Acquisition</b>	<ul style="list-style-type: none"> <li>• Create an Orientation/Knowledge Acquisition Plan and associated deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>• Proposes staff that understands existing DPW business, systems, processes, procedures, policies and standards.</li> <li>• <b>Results In:</b> Allows Deloitte to focus on productive Lot 6 activities that advance DPW’s vision and meet current modification and enhancement project timeframes</li> </ul>
<b>Application Support</b>	<ul style="list-style-type: none"> <li>• Systems Requirements application maintenance and alignment with EA- SOA frameworks and technology integration services across Lots.</li> </ul>	<ul style="list-style-type: none"> <li>• Deloitte professes to continue to use DPW’s system development methodology and established processes</li> <li>• Places increased focus on process improvement and moving more quickly on modifications/ enhancements and realizing long-term goals</li> <li>• <b>Results In:</b> Shorter SDM phase timeframes for systems requirements and general systems design, and more rapid progression towards citizen-focused delivery services</li> </ul>
<b>Enterprise Architecture (EA) Blueprint Models (Strategies, Roadmaps, Governance)</b>	<ul style="list-style-type: none"> <li>• Define strategies, technology roadmaps, and governance to support the development of services and enterprise frameworks.</li> </ul>	<ul style="list-style-type: none"> <li>• Deloitte will to continue to use DPW’s system development methodology and established processes for governance and technology roadmap development</li> <li>• Places increased focus on design and implementing services and enterprise architecture to move to componentization across applications.</li> <li>• <b>Results In:</b> Deloitte as Lot 6 offeror brings an enterprise view that creates software services involving cross-program enterprise applications with standard and secure interchanges.</li> </ul>



RFP Service	Deloitte's Understanding of Services	Deloitte's Approach to Meeting the System Support Services Requirements
<p><b>EA System Architecture (Design, Assessments, Integration, and Reengineering)</b></p>	<ul style="list-style-type: none"> <li>• Develop General Systems Design and Architecture to integrate common services into applications. Work with the Lot 7 vendor to provide architecture and general systems design to translate into application enhancement and modifications of systems</li> </ul>	<ul style="list-style-type: none"> <li>• Our past experience in evaluating and assessing technology COTS and custom application services will be used to be able to define a greater amount of common services such as common intake, document generation services to be engineered into business solutions for DPW</li> <li>• <b>Results In:</b> Increasing of enterprise services adoption through Lot 6 activities across DPW Program systems to reduce total cost of ownership; design once deploy many philosophy of Enterprise Architecture.</li> </ul>
<p><b>Lead or Assist in Architecture Review Board Sessions</b></p>	<ul style="list-style-type: none"> <li>• Lead/assist in sessions to review proposed modifications and/or enhancements to DPW applications.</li> </ul>	<ul style="list-style-type: none"> <li>• Past experience/institutional knowledge allows for a more consistent end-to-end process from initial review of an ARB item through implementation of that item</li> <li>• <b>Results In:</b> Lot 6 enterprise view helps DPW define technical and/or business solutions that are in line with your standards and leads towards your long term enterprise objectives.</li> </ul>
<p><b>Create and Maintain EA System Blueprint Model</b></p>	<ul style="list-style-type: none"> <li>• Creating and maintaining a master mapping of DPW systems and their architecture including interdependencies between systems such as interfaces</li> </ul>	<ul style="list-style-type: none"> <li>• Ability to analyze the complexities and interdependencies between systems due to existing detailed technical and functional knowledge. Facilitates creation of a clearer and more accurate Blueprint Document.</li> <li>• <b>Results In:</b> As Lot 6 offeror, Deloitte provides means to identify hardware and software dependencies that must be addressed when designing and developing system changes before the Lot 7 vendor commence their work.</li> </ul>
<p><b>Initial Capacity Projections</b></p>	<ul style="list-style-type: none"> <li>• Provide an initial projection of required capacity.</li> </ul>	<ul style="list-style-type: none"> <li>• Understanding of hardware and memory requirements from current system management</li> <li>• <b>Results In:</b> Deloitte as Lot 6 vendor develops a initial capacity plan that forms the base for the Lot 7 vendor to develop their detailed capacity plans</li> </ul>



RFP Service	Deloitte's Understanding of Services	Deloitte's Approach to Meeting the System Support Services Requirements
<b>Assist in System Production Anomalies</b>	<ul style="list-style-type: none"> <li>Supporting the research and analysis of production defects that may occur in the General Systems Design and Systems Architecture</li> </ul>	<ul style="list-style-type: none"> <li>Ability to work closely with the Lot 7 vendor to help triage and determine root cause of specific production anomalies.</li> <li><b>Results In:</b> Deloitte as Lot 6 offeror assists if required to perform high level impact assessments and helps in making sure the architecture and design account for specific design points which reduce potential for defects and anomalies.</li> </ul>
<b>COTS (COTS)/ Services as a Solution (SaaS)</b>	<ul style="list-style-type: none"> <li>Increased leverage of COTS products to serve DPW systems and create improvements or efficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>Current HHS systems including DPW systems leverage the use of COTS products and continue to see where COTS products can create additional efficiencies and improvements</li> <li><b>Results In:</b> As Lot 6 offeror, Deloitte brings product and solution independence coupled with sound understanding of COTS, Custom and transfer capabilities while suggesting solution design options</li> </ul>
<b>Assist in Problem Management activities, as required</b>	<ul style="list-style-type: none"> <li>Assist in Issue/Problem/Risk resolution as required by DPW.</li> </ul>	<ul style="list-style-type: none"> <li>Understanding of DPW decision making processes, organizational structure, and paths of escalation</li> <li><b>Results In:</b> With intimate understanding of the DPW escalation processes, the Lot 6 offeror is able to bring in the right level of coordination to assist in problem resolution resulting in improved client confidence as to the accuracy of the solution</li> </ul>
<b>Systems and Technology Integrations</b>	<ul style="list-style-type: none"> <li>Further integration of DPW systems through consolidation/integration of system functions or hardware supporting those functions.</li> </ul>	<ul style="list-style-type: none"> <li>Strong Balance of functional and technical knowledge that will allow for more broad analysis of the costs and benefits of systems and technology integrations</li> <li><b>Results In:</b> As Lot 6 offeror, Deloitte brings program and IT specialists who are able to design solutions that for the Lot 7 vendor if adheres to solid SDM principles could be less costly to implement, operate and maintain through the use of common software and hardware</li> </ul>



RFP Service	Deloitte's Understanding of Services	Deloitte's Approach to Meeting the System Support Services Requirements
<b>Business Data and Information Life Cycle Management Strategies</b>	<ul style="list-style-type: none"> <li>Develop architecture and GSD considering and adhering to data management strategies and performance</li> </ul>	<ul style="list-style-type: none"> <li>Strong understanding and experience in the DPW data structures including on-line transaction, OLAP, and Business Intelligence storage requirements.</li> <li><b>Results In:</b> Improved transaction performance and ability for the Lot 6 and 7 vendors to meet the service level agreements. Reduction in data storage needs keeping in mind the ILM data requirements.</li> </ul>
<b>Assist in ITIL and CMMI Improvement Initiatives</b>	<ul style="list-style-type: none"> <li>Improve upon existing ITIL and CMMI standards.</li> </ul>	<ul style="list-style-type: none"> <li>Possess CMMI Level III and are in the process of achieving Level IV certification. Possess ITIL Level III certifications and can improve upon the current standards enforced by DPW projects</li> <li><b>Results In:</b> Improved levels of service that benefit DPW's business practices and the supporting technology infrastructure</li> </ul>
<b>Direct Technical Support Services</b>	<ul style="list-style-type: none"> <li>Support for any functional or technical issue encountered by DPW in operation of DPW systems.</li> </ul>	<ul style="list-style-type: none"> <li>Established SLAs and SLOs for supporting DPW systems and tried and true support processes</li> <li><b>Results In:</b> Fewer interruptions of day-to-day business activities and higher user confidence in the DPW applications</li> </ul>
<b>Turnover Services</b>	<ul style="list-style-type: none"> <li>Organized and structured turnover of system operations from existing contractor to new contractor.</li> </ul>	<ul style="list-style-type: none"> <li>Turnover services will not be required unless specific organizational or staffing changes are requested by DPW</li> <li><b>Results In:</b> Assurance that specific technical and functional knowledge will be shared with the new vendor as needed</li> </ul>

Figure 4.1-7. Deloitte's Understanding of the Required System Support Services.

## 4.2 Risks and Issues



PA\_DPW-100b.4

II

Page  
II-2

RFP Reference: II-1. Statement of the Problem

The response to the Statement of the Problem should discuss specific issues/risks associated with providing the services requested and should include proposed solutions for addressing these issues/risks.

Deloitte provides DPW with **the broadest set of proven mitigation strategies** to meet the Lot 6 specific service requirements addressing system architecture services. Each large system development and operations project comes with it a standard set of risks that is apparent to any organization that provides these services here at DPW these risks and issues are increased due to the amount of hand offs across Lots. These may, at best, represent 25 percent of the risks associated with providing the Lot 6 services. The remaining 75 percent are based on our depth of knowledge, understanding of your vision, organization, technical environment, historical perspectives, and implementation of lot structures,. While our knowledge and understanding enables us to identify these risks, our mitigation approaches draw from an unmatched set of capabilities and experiences including:

Have you  
heard? 

In the United States, Deloitte has 45,000 professionals with a single focus: serving our clients and helping them solve their toughest problems.

- **Knowing What Has Worked and Not Worked at DPW in the Past.** No amount of knowledge transfer can replace the past 10 years of hands on experience. While others will “experiment”, Deloitte will deliver PA DPW proven mitigation approaches. Our focus will be on battling the new risks together with you side by side, not rehashing the past or pointing fingers.
- **Over 35 Years of Providing HHS Thought Leadership to States Across the Nation.** HHS is a distinguished business and operational environment. If an online consumer products system goes down, the customer may wait a day for their goods. If SNAP benefits cannot be delivered, a child goes to bed hungry. You will not find yourselves having to explain this to Deloitte. We understand your business and it is within that context that we approach each risk and issue.
- **A Technology Practice Consisting of Dedicated Deloitte Professionals and not One Off Project Based New Hires or Staff Augmentation.** Our team consists of Deloitte recruited and trained professionals who are on long term career paths in the areas of their specialty. They draw from a common approach to deliver the Lot 6





services consistently and with one voice. The proposed team consists of people who have worked together on average a minimum of 7 years. They know DPW, each other's strengths and out standard methods and tools. Each of our Deloitte professionals is vested in not putting our firm at risk and by extension, not putting our client's interests at risk.

- **A Team and Facilities that are in Place Today Successfully Serving DPW.** We can consign the people and facilities to mitigate certain risks because they are in place today. We have over 90,000 square feet of office space built to serve DPW efficiently. The space houses over 500 people already assembled and performing like a well engineered factory. We know the mountains others will have to climb to outfit a facility and recruit key staff and begin to assemble hundreds of resources that have not worked together before.

This is just a small set of examples of how Deloitte provides DPW with the only mitigation strategy to the risks of delivering these services available. The risks and issues relating to the provision of services span across the SDLC lifecycle commencing with Feasibility phase through systems implementation. We believe the risks and issues increase further with the potential of handoff's and more than 100 integration points needed between Lot 6 and Lot 7 vendor to supply a successful delivery of every single project initiative.

In the remainder of this section we identify the specific issues/risks for Lot 6 services we have identified by task area and Deloitte's mitigation strategy.

## Orientation/Knowledge Acquisition

The most immediate and tangible risk to providing these services is the orientation and knowledge transfer that will be required to migrate to the new contract structure with multiple lot vendors transitioning into this new model. The on-boarding and training of new vendors will compete with adjusting to a new administration and critical ongoing IT initiatives. We know of no better mitigation to this risk for DPW then to select Deloitte as the Lot 6 service provider. We understand the objectives of this procurement and we are supportive DPW's vision. While other bidders may propose a few staff with past DPW experience, Deloitte brings a number of staff who posses current experience with an average minimum of 7 years. We know that orientation and knowledge acquisition will be a one-time activity and won't last the duration of the contract. Deloitte is fully committed to conducting the knowledge transfer activities we have committed to under our current contract and under the new contract. The risk, however, remains. The most effective mitigation for DPW is to select Deloitte as the Lot 6 service provider and for us to jointly forge ahead delivering the critical IT initiatives Pennsylvania requires across the full spectrum of SDLC activities.

**Deloitte is the only answer for "limited to no" orientation/knowledge acquisition during a gubernatorial transition.**



Issue/Risk	Deloitte's Mitigation Strategy
<p><b>Stalling of In-flight Initiatives During Transition</b></p> <ul style="list-style-type: none"> <li>A complete deflection of current Deloitte contracted resources towards transition to new vendors during transition will stall critical in-flight initiatives</li> </ul>	<p>By selecting Deloitte as the Lot 6 offeror, a majority of the currently contracted resources will be able to continue driving feasibility, system requirements, GSD and feasibility support for critical initiatives throughout the transition period.</p>
<p><b>Orientation/Knowledge Acquisition Extending Beyond the Defined Six Month Period</b></p> <ul style="list-style-type: none"> <li>Inability for the selected vendor to recruit, hire, relocate, and on board hundreds of qualified resources.</li> <li>Inability to identify and build out office space.</li> <li>Time to learn the “ways of DPW” and establish relationships with your contract management, program, and IT personnel.</li> <li>For systems developed over a decade there is no amount of knowledge transfer that will achieve 100 percent understanding of your application systems and platforms.</li> </ul> <p><b>Potential Impact:</b></p> <ul style="list-style-type: none"> <li>Reduced productivity and throughput</li> <li>Inability to meet contractual responsibilities</li> <li>Diversion of DPW focus from critical day-to-day operations and new initiatives.</li> </ul>	<p>Deloitte's staffing approach consists of personnel that bring DPW experience, technical knowledge and established working relationships with DPW staff:</p> <ul style="list-style-type: none"> <li>Resources are primarily local, established, and members of the community. We do not need ramp up time – we are already here.</li> <li>Resources bring a clear understanding of the way DPW conducts business both contractually and in their system design and implementation approaches.</li> <li>Resources bring on average 10 years of experience in your existing application systems. This improves our performance while reducing downstream impact while performing production fixes, maintenance or modification projects.</li> <li>Resources bring established, working relationships throughout your contract management, program, and IT organizations.</li> <li>Resources bring more than 10 years of experience in your existing program areas. This improves our performance with better DSD through testing and adoption aligned with the needs of DPW and citizens.</li> <li>Resources can hit the ground running and will be able to keep your in-flight initiatives “in-flight”.</li> </ul> <p>Deloitte's established Public Sector Delivery Center in Camp Hill, PA.</p> <ul style="list-style-type: none"> <li>The Center has enough square footage for growth.</li> <li>There is also no need to provide space, equipment, and supplies for transition/ramp up activities.</li> <li>Investment in a connection to the Commonwealth network does not have to be lost.</li> </ul>





Issue/Risk	Deloitte's Mitigation Strategy
<p><b>Additional Coordination Across Stakeholders</b></p> <ul style="list-style-type: none"> <li>• Additional oversight.</li> <li>• Added time to instruct new vendor on Pennsylvania programs.</li> <li>• Additional time to analyze legislation and impact on program areas.</li> <li>• Time and resources to instruct new vendor on your IT standards, policies, and procedures and reduce the gap on the new vendor's policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Our team has a more than 10 years of experience in your existing IT standards, practices and procedures. In fact, together we have helped you establish many of these standards. Some examples are DPW Data Privacy Standard, DPW Role Life cycle Management, DPW Web Application Security Standard, DPW IT Security Incident Reporting Policy, and DPW Unified Security for Web Applications.</li> <li>• Through ITSS and our direct support personnel, we bring the in depth knowledge of your infrastructure and can not only proactively advise you of potential issues, but actively support you when/if they arise. ITSS acts as your advocate to the project teams and provides the vehicle for promulgating new standards, policies, and procedures. They also act as your guardian to help confirm that these are followed. You won't need time to establish this organization, Deloitte brings you that today.</li> <li>• The proposed team has a collective 10 years of functional experience and we fully understand how you have these entitlements and benefit programs. In many areas, we are right there on the front lines with you evaluating impacts of new or updated policy initiatives on both your program areas and application systems.</li> </ul>
<p><b>Retiring Workforce/Succession Planning</b></p> <ul style="list-style-type: none"> <li>• It is anticipated that a number of key Commonwealth staff will be retiring over the course of the new contract. This will reduce the institutional knowledge from the Commonwealth team needed to onboard new resources.</li> </ul>	<ul style="list-style-type: none"> <li>• With our DPW institutional knowledge built over the many years of working side by side with your key staff Deloitte provides an additional "bridge" to your future.</li> </ul>

**Figure 4.2-1. Orientation/Knowledge Acquisition Issue/Risks and Mitigation Strategies.**  
DPW mitigates the most significant risk to providing these services by selecting Deloitte as the Lot 6 service provider.

## Project Management

The leading risk to providing project management services across as large and complex IT portfolio as PA DPW is delivery capability. The most advanced project management tools and experienced project managers are powerless over the ability to compensate for the lack of delivery capability. A project management team confident in their team's ability to execute can deliver accurate, transparent, and collaborative project management services. The project management team of a team struggling to deliver becomes tempted to "control" the message, "stretch" the reality of the situation and be adversarial with other stakeholders. The mitigation is selecting the only bidder with the delivery capabilities to meet the scale and scope of DPW's needs, Deloitte.



Issue/Risk	Deloitte's Mitigation Strategies as Lot 6 offeror
<p><b>Lack of Consistency of Project Management Tools and Methods Across Lot Vendors</b></p> <ul style="list-style-type: none"> <li>Each vendor will bring their own project management tools to manage their tasks or face a steep learning curve adapting to the current DPW standards.</li> </ul>	<p>Proposes to use the same jointly established project management tools and methods:</p> <ul style="list-style-type: none"> <li>Tools and methods consistent with Deloitte's other national HHS projects of similar size, scope and complexity.</li> <li>DPW is familiar with methods and tools to maintain project transparency.</li> <li>Worked with DPW on the current contract to initiate and instill sound project management principles throughout the entire organization.</li> </ul>
<p><b>Loss of End to End Accountability for Initiatives</b></p> <ul style="list-style-type: none"> <li>Loss of the tight coordination of efforts and delineation of responsibilities between the vendors for lots 1 through 7 necessary to implement initiatives.</li> <li>Lack of clarity in determining ownership and responsibility of final product resulting in more time spent resolving "ownership" issues.</li> </ul>	<ul style="list-style-type: none"> <li>As evidenced by our work in other states including Massachusetts, Florida, and Texas we understand the interdependence between the various vendors and understand the importance of cooperation and teamwork. We work collaboratively with other vendors to help confirm that the client and the project are successful.</li> <li>We do not shy away from our responsibilities and when the lines of demarcation between vendors seem to be somewhat blurred, we have established that we can work with you to help overcome these boundaries and step up with the level of ownership that has been characteristic in DPW and elsewhere.</li> </ul>
<p><b>Multi-Vendor Coordination</b></p> <ul style="list-style-type: none"> <li>Robust cross vendor coordination is necessary to allow the Department to progress its goals.</li> <li>Having a cohesive team across lots 6 and 7 is critical to the successful implementation of your enterprise goals.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has well documented successes in environments where multiple vendors are engaged in a single contract. Our results in Massachusetts, Florida, and Texas are just 3 examples.</li> <li>Our mantra has been, and continues to be, that we are your partner. That extends beyond the DTE, DIMO, and DEA staff, but also extends to the other subcontracts with whom you chose to do business. We are in this together and your success is our success.</li> <li>Our approach employs cross vendor participation in implementation planning and execution activities and tasks.</li> <li>Our approach included coordination with the Lots 1-5 vendors to provide a smooth hand off from Business Requirements to System Requirements and from Integration Testing to User Acceptance Testing.</li> <li>Deloitte as the Lot 6 offeror is positioned to identify implementation risks based on the functionality and design, and coordinate the implementation approach with Lot 7 vendor.</li> </ul>



Issue/Risk	Deloitte's Mitigation Strategies as Lot 6 offeror
<p><b>Focus Shifts to Contract Administration Instead of IT Delivery</b></p> <ul style="list-style-type: none"> <li>Project management time will be diverted to managing the administration of the contract and multi vendor environment as opposed to staying focused on the IT processes to deliver new initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte's organizational model for this engagement emphasizes that members of our team not only share the responsibility but also the outcome.</li> <li>Our tiered organization is comprised of managers that report directly to the project manager. Their role is to focus on the day to day delivery of DPW's needs. They are empowered to make decisions thus helping to confirm that bottlenecks do not exist at the top.</li> </ul>

**Figure 4.2-2. Project Management Issue/Risks and Mitigation Strategies.**

The most significant project management risk is a team without the capabilities to deliver. Deloitte offers the most broad set of capabilities in the HHS IT market.

## System Support Services for Maintenance, Modification, and Application/Systems Adoption and Operational Support

The engineers who develop complex jet engines hold an unbridgeable advantage over a mechanic attempting to maintain it. No matter how well documented they will never have the benefit of understanding “why”. The design specifies a particular bolt be rated to withstand 1,000 pounds of pressure. But why not 1,200? Or 800? Now what if an unanticipated modification elsewhere in the engine component results in an increase in pressure on that bolt to 1,001 pounds? *During the original design it is uneconomical and near impossible to anticipate every future change* that could result in the change in pressure. In the absence of the *original engineer*, do you take the risk or do you resort to re-engineering and re-testing the entire component?

With Deloitte, DPW gets the visionaries, architects, engineers, and designers who envisioned and were part of the overall development team for your mission critical IT assets. We not only know that a 1,000 pound bolt was used there, **we know why**. The risk is not that another vendor could not eventually make the right decision of whether the stronger bolt is required. The risk is that it will cost DPW more time and tax payer dollars to do so. This additional time and money diverts precious DPW resources from meeting mandates and achieving your key priorities.



## Maintenance and Modification Services

Issue/Risk	Deloitte's Mitigation Strategies as Lot 6 offeror
<p><b>Ability to Respond to Production Issues</b></p> <ul style="list-style-type: none"> <li>The complexities and interdependence of DPW systems make issues and the impacts intricate and there exists significant potential to develop downstream affects.</li> </ul>	<ul style="list-style-type: none"> <li>The proposed team has the collective experience from 10 plus years working with DPW and is available upon DPW prioritization to assess the impacts and suggest fix approaches to production issues that may arise.</li> <li>Since we understand the complexities and interdependencies between these systems, especially since the Department is moving towards more SOA based applications, we can also help in the technology strategy and impacts of these large initiatives.</li> </ul>
<p><b>Increased level of effort for maintenance and modifications efforts</b></p> <ul style="list-style-type: none"> <li>Significant resources will be required to first learn the application and what it does before it can be repaired. Testing will take significantly longer as a new resource has to determine how to regression test the system to make sure the system is not impaired.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has worked closely with DPW to establish estimation procedures that have provided transparency to DPW and incrementally built trust. We will continue to build on these efforts, and provide estimation for tasks that are specific to the SDM phases for Lot 6 services.</li> </ul>
<p><b>Meeting Critical Milestones Directly Before and After Transition</b></p> <ul style="list-style-type: none"> <li>There are certain program requirements for DPW that must occur timely and at specific points during the year (e.g. COLA mass change, LIHEAP, etc).</li> </ul>	<ul style="list-style-type: none"> <li>We have been side by side with you through many business cycles of these activities and fully understand the critical timelines associated with meeting these milestones. With Deloitte, you can feel confident that these deadlines are understood and will continue be proactively planned for so you can provide the needed services to your constituency.</li> <li>By choosing Deloitte for Lot 6, time can be spent on providing the solution approaches and design that are ready for the Lot 7 vendor, rather than attempting to understand the problem and then constructing a solution.</li> </ul>
<p><b>Lack of Understanding of the Enterprise Applications</b></p> <ul style="list-style-type: none"> <li>At the critical juncture of maturity of the DPW SOA based architecture, a failure in a component due to lack of understanding would have cross program impacts.</li> <li>Also lack of understanding increases the probability of solutions not aligning with the DPW EA.</li> </ul>	<ul style="list-style-type: none"> <li>As the DPW environment becomes more reliant on enterprise level services, it is essential that your Lot 6 offeror understands DPW scope and also embraces your desire to create more business focused services at an enterprise level. Deloitte, as your Lot 6 offeror has shown this capability and will bring this enterprise perspective to DPW.</li> <li>For example, each of the core applications within DPW has an "intake" module. The proposed team can help you evolve an enterprise level service that provides that functionality across your enterprise. This kind of service can have a significant return on investment as you save time and effort not having to reinvent the wheel for each of these applications. You fix/change the service one time – and you are done!</li> </ul>



Issue/Risk	Deloitte's Mitigation Strategies as Lot 6 offeror
<p><b>Breadth and Depth of Technology Resources</b></p> <ul style="list-style-type: none"> <li>The DPW technical environment requires not only profound, but broad technology skills that are not all readily available in the market.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has proven our ability to bring to the table the technical skill sets required to provide broad technology strategy, feasibility assessments, product (COTS, SaaS and transfer) evaluations, proof of concepts and pilots for your in-scope systems. We will continue to draw from our national Technology practice to provide you with the most current technology skills to keep you in the front of technology changes amongst states.</li> <li>Not only the breadth and depth of the skills that we bring to the table, but the collective number of years we have using them thereby delivering sound relevant experience to DPW.</li> </ul>
<p><b>HHS program experience to support all the program areas served by your enterprise systems</b></p> <ul style="list-style-type: none"> <li>35 years of knowledge of HHS programs, policies, operations, lessons learned and leading practices, cannot be replaced during a 6 month transition period</li> </ul>	<ul style="list-style-type: none"> <li>We have a history of HHS success, and proven track record in bringing HHS thought leadership across numerous states, to include: Massachusetts, California, Colorado, Wisconsin, West Virginia, Alabama, New Hampshire, Delaware, Texas, and Florida.</li> <li>We have the track record and the data to back it up.</li> </ul>
<p><b>Access for Advanced Technology Thinking and Performance</b></p> <ul style="list-style-type: none"> <li>DPW has enjoyed continued access from Deloitte to leading thinking in HHS program and IT transformations.</li> </ul>	<ul style="list-style-type: none"> <li>We have access to nationally recognized practitioners that have program knowledge and currently assist other states and the federal government with establishing and crystallizing new policies and initiatives. We have proven the invaluable insight and knowledge reservoir that we bring to the engagement with a wealth of nationally recognized practitioners such as Wade Horn, Margot Bean, Harry Radegue, and Dr. Paul Keckley.</li> <li>We have published and presented extensively across the nation on many innovative programs and IT trends that may affect not only DPW but also the other states.</li> <li>Because of our access to these resources, Deloitte as the Lot 6 offeror is able to bring insights into how these new or changed initiatives will impact you in your formulation of business models, IT strategy and design.</li> </ul>

**Figure 4.2-3. Maintenance and Modification Issue/Risks and Mitigation Strategies.**

As the architects and engineers of many of the in-scope systems, Deloitte mitigates the risk of DPW spending precious resources on re-engineering each system component as it is enhanced or modified.



## Systems Adoption and Operational Support Services

Issue/Risk	Deloitte's Mitigation Strategies
<p><b>Lack of DPW Program, Policy and Operational Experience</b></p> <ul style="list-style-type: none"> <li>Under the new lot structure, a significant variation in the vendor's levels of business process experience will reduce the current level of system adoption support capability across the SDLC.</li> </ul>	<ul style="list-style-type: none"> <li>As Lot 6 offeror, Deloitte brings program, functional and policy experience and knowledge to DPW. Our subject matter specialists and our operations support personnel in many instances have come from the various field offices for whom you serve and are able to bring a practical perspective to our solution design.</li> <li>Given this background, we understand the impacts of new functionality and know how to improve the existing business processes and factor them into our overall system requirements, general system design and solution design.</li> </ul>
<p><b>Increased level of effort for application adoption and system implementation effort</b></p> <ul style="list-style-type: none"> <li>Significant resources will be required to first learn the application, the business of DPW end users, and what it means to provide implementation support. As issues are identified in the field, it will take significantly longer for end users to get answers and additional resources to research answers.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has worked closely with DPW to build a team that understands the business and provides support to a wide and diverse end user group. We will continue to build on these efforts. Involving the Implementation Support group early in the SDLC process has been a leading practice followed in many states that have realized successful end user adoption of the systems. Deloitte as your Lot 6 offeror recommends this approach in each of your modification related work to involve the Lot 6 system adoption staff early in the project lifecycle.</li> </ul>

**Figure 4.2-4. System Adoption and Operational Support Services Issue/Risks and Mitigation Strategies.**  
Deloitte is the only Lot 6 offeror with the depth of experience in systems adoption to maintain the current level of adoption support expected by DPW end users.

## Defect Management

The most effective method for supporting defect management is to avoid defects in the first place. Unfortunately, defects do occur in the design and development of the custom system integration process and are something we actively manage on a day to day basis here at PA DPW and across the nation on our HHS TI projects. As Lot 6 offeror, as requested and work prioritized by DPW, Deloitte works closely with your Lot 7 provider to incorporate continuous improvement in order to minimize the defects generated which includes adherence to CMMI principals and a structured SDM methodology.

The primary risk of delivering the Lot 6 services in terms of defect management is the addition of multiple participants in the software development process. With the addition of multiple hand-offs in the SDLC process the possibility for generating defects as well as not coherently managing them greatly increases. In many ways DPW will now become an increased stakeholder in the process as it is inevitable that as the client with multiple vendors you will have to now have to act as a system integrator by investigating and determining defect root cause (Requirement? GSD? DSD? Construction? Enhancement?).





**Deloitte offers two mitigation approaches to this risk:**

1. Deloitte’s 10 plus years of experience working closely with DPW program offices as enables us to develop an understanding of your business as it relates to IT systems that is second only to DPW itself. By selecting Deloitte as the Lot 6 offeror you mitigate the potential for “lost meaning” as software requirements and specification are passed down.
2. Increased participation of DPW in the defect documentation and management process. Active participation of DPW in the documentation and assignment of defects will minimize cross vendor conflict and minimize the potential of a sharp increase in duplicate and inaccurate defect documentation

The following represents a broad set of risks and issue assuming a full SDLC for defect management. Deloitte recognizes that most of the software defect resolution will be performed by the Lot 7 vendor and our role as the Lot 6 offeror will be limited to providing input, guidance, impact estimation of large defects based on request from DPW.

Issue/Risk	Deloitte’s Mitigation Strategies
<p><b>Ability to Quickly Address PCRs</b></p> <ul style="list-style-type: none"> <li>• Assist in analyzing PCRs and provide development guidance to the Lot 7 vendor there by helping in timely resolution of complex production issues.</li> <li>• Timing is critical when resolving production defects in batch and online systems, End users/clients may be severely inconveniences if system defects are not resolved timeline.</li> </ul>	<ul style="list-style-type: none"> <li>• With our wide experience in the in-scope systems we are able to provide impactful assistance in providing troubleshooting assistance to help that PCRs are addressed timely and correctly.</li> </ul>
<p><b>Accurate Defect Identification Support</b></p> <ul style="list-style-type: none"> <li>• Multiple vendors entering duplicate defects and pointing to different root causes (requirements, design, architecture)</li> </ul>	<ul style="list-style-type: none"> <li>• Increased participation in DPW in the defect documentation and analysis process in order to streamline ownership and reduce duplication. Upon request, Deloitte as Lot 6 offeror can assist in the trouble shooting and impact analysis efforts.</li> </ul>
<p><b>Ability to Assess the Impact of a PCR</b></p> <ul style="list-style-type: none"> <li>• Each problem that affects a system in an adverse way or precludes a user from completing their job functions can impact overall program performance. If the full breath of an impact of a PCR is not understood, situations can degrade from bad to worse.</li> </ul>	<ul style="list-style-type: none"> <li>• Deloitte, as your Lot 6 offeror upon request can help in the analysis and also validate that PCRs are fully understood and that the impact to the system is clear.</li> <li>• Deloitte, as the original architect of most of the in-scope systems brings the ability to understand downstream affects or cross program impacts that may not otherwise be obvious.</li> </ul>

**Figure 4.2-5. Defect Management Issue/Risks and Mitigation Strategies.**  
Deloitte provides DPW with accurate defect management to limit churn and increase productivity.



## Direct Technical Support and ITS Services (DTSS, ITSS)

DPW has invested significantly in advancing your shared service model to the point we believe strongly DPW is a leader nationally in this area. As stated in the RFP, DPW has a vision for continuing to expand and enhance DTSS and ITSS model, a vision we are eager to advance with you throughout the remainder of our current contract and into the next. We realize that DPW has asked for closely linked services between Lot 6 and 7, fostering sharing of resources and within those lots split across DTSS and ITSS threads.

We believe the most significant risk at this point in time would be to transition to another vendor resulting in halting this momentum at a minimum during the six month transition period and most likely for as long as 18-24 months. The evolution of the shared model depends heavily on trust built by program offices, other IT groups and development teams in the capabilities of the shared services group. With Deloitte, we continue to build on that trust as DPW firmly establishes itself as the national leader in HHS IT Shared Services.

Issue/Risk	Deloitte's Mitigation Strategies as Lot 6 offeror
<p><b>Availability of Mission Critical Infrastructure.</b> The Department must continue to support the mission critical systems regardless of the vendor selected for lot 6 and 7.</p>	<ul style="list-style-type: none"> <li>The proven team at Deloitte as your Lot 6 offeror provides a diverse and robust set of technology skills across legacy, open and emerging platforms, and knowledge amplified by a solid understanding of the business of DPW that is critical in continued DPW mission success.</li> </ul>
<p><b>Delays in Advancing the Shared Services Model to Other IT Functions.</b> You have significant momentum and with a transition at a minimum the progress towards additional shared services will be 6 months with a high probability it will take several years to show additional progress.</p>	<ul style="list-style-type: none"> <li>At the onset, Deloitte has the established background and business knowledge in the DPW shared services model to not only maintain the current level of quality for the current services but to continue the growth trend towards improved efficiencies.</li> <li>Day 1 of the new contract Deloitte will be ready to perform annual planning to advance your shared services verses planning for orientation and knowledge transfer activities.</li> </ul>
<p><b>Striking the Balance Between Enterprise Architecture and SOA Against the Responsibilities Towards the Business Customer.</b> Having support personnel that understand the program side of the house in addition to technology can help assist in striking that balance. SOA is an enabler, but it is not the be all and end all.</p>	<ul style="list-style-type: none"> <li>We have been at DPW's side as DPW has led the way in the area in using suitable and proper appliance of SOA at an enterprise level to provide consumable business services. This history establishes the trust between DPW and Deloitte to provide an appropriate balance in the usage of SOA for business services.</li> </ul>





Issue/Risk	Deloitte's Mitigation Strategies as Lot 6 offeror
<p><b>Challenges to integrate COTS into existing applications.</b> DPW is increasingly using COTS products in adherence to current HHS IT leading practices. As a result, the interdependencies between these COTS products and the custom built solutions become more important to understand.</p>	<ul style="list-style-type: none"> <li>• Deloitte has program, IT and subject matter knowledge to draw from that has a breadth of experience working with the COTS products, product assessments, technical evaluations as well as creating conduits of interconnectivity to optimize the use of COTS for DPW.</li> <li>• Our detail knowledge of custom built applications and COTS products in DPW positions us to analyze the merits of COTS vs. Custom and recommend integration strategies to DPW.</li> </ul>
<p><b>Ability to Continually Upgrade to New Technologies in a Highly Integrated and Multi-Program Set of Business Solutions.</b> As part of DPW's incremental renewal strategy it is inevitable that new technologies will be introduced into a complex business and system environment.</p>	<ul style="list-style-type: none"> <li>• With multiple business relationships with the leading companies across the industry, Deloitte maintains a independent perspective on the leading edge of technologies and is well positioned to assist DPW in maintaining the position of a technology leader in its area.</li> <li>• Deloitte, as your Lot 6 offeror by providing a broad view of the program areas and application initiatives, is able to help in the technology evaluations and assessments in its approach to solution design for DPW.</li> </ul>

**Figure 4.2-6. Direct technical Support and ITSS Services Issue/Risks and Mitigation Strategies.**  
Deloitte understands exactly where Direct Support and ITSS are in their evolution and will be able to accelerate towards DPW's future vision like no other bidder.

## Turnover Services

The inclusion of turnover services in the Lot 6 activities provides DPW with the flexibility to re-evaluate your direction and IT business model at the conclusion of the contract. The most significant risk is that DPW does not have the confidence that the Lot 6 service provider has the commitment to conduct these services in good faith.

Deloitte mitigates that risk by having proven to DPW our commitment to meeting these requirements and obligations under the current contract. DPW can trust Deloitte to perform turnover services as professionally as we have delivered other knowledge transfer activities in the past.

Issue/Risk	Deloitte's Mitigation Strategies
<p><b>Commitment to providing ongoing knowledge transfer and final turnover responsibilities</b></p>	<ul style="list-style-type: none"> <li>• The proposed team will continue to create the system artifacts required to document the enterprise systems and services which will aid in turnover activities. We will make ourselves available for formal turnover activities which may include side by side sessions and formal training if needed.</li> </ul>

**Figure 4.2-7. Turnover Services Issue/Risks and Mitigation Strategies.**  
Deloitte has proven our commitment to preparing for and conducting Transition Services through our current contract.

## 4.3 Scope of Work, Responsibilities, and Performance Expectations



PA\_DPW-100c\_4

II

Page  
II-2

RFP Reference: II-1. Statement of the Problem

The Offeror's response should demonstrate that the Offeror fully understands the scope of work, the Offeror's responsibilities, and the performance expectations for the Lot being proposed.

The Department of Public Welfare is facing several critical challenges in the coming year, including the support of a multi-vendor operating model while continuing to be responsive to state and federal changes. These objectives must be achieved in the face of budget shortfalls, a hiring freeze, and rising caseloads. With this in mind, we believe that continuing the current proposed team for Lot 6 services is in the best interest of the Department to continue the thought leadership in IT and HHS resulting in productive IT services to address the business priorities of DPW's stakeholders.

Have you  
heard? 

Deloitte has more than 35 years of HHS specific experience helping states implement and manage the complex HHS programs that protect and promote the health, safety and well-being of citizens.

Because we currently collaborate with the Department in working on these projects, we know, and have proposed, what it takes to get the work done. You'll notice our proposal is not full of assumptions. Why? Because we know what you want and expect - we are prepared to deliver it and meet our current applicable SLAs from day one. We understand the Department's existing methodologies and processes and have vast domain understanding into each of the major systems required to be maintained and modified in the scope of this RFP. We do however realize that with the lot structures, tight levels of coordination and hand off's are required across SDLC phases between Lot 6 and Lot 7 vendors. DPW will also assume a overall system integrator role to manage the connections across lots, and SDLC phases for a large systems integration team.

As we illustrate in the figure below, a number of tasks and services have been requested in this RFP and the proposed team is committed to continuing to provide these services in a collaborative manner to support the Commonwealth and help make it successful.



Tasks and Services Requested	Deloitte's Understanding of Task Activities Specific to Lot 6
<b>Orientation/Knowledge Acquisition</b>	<ul style="list-style-type: none"> <li>• Knowledge acquisition</li> </ul> <p>Complete domain understanding and complete ownership of in-scope systems for Lot 6 related services</p> <ul style="list-style-type: none"> <li>• Life cycle management</li> <li>• Understanding of architecture, systems requirements, and general systems design activities including support tasks such as – feasibility studies, proof of concepts, pilots, technology evaluations, and product evaluations</li> </ul>
<b>Project Management</b>	<ul style="list-style-type: none"> <li>• Continue to manage multiple concurrent IT projects for application support services, and coordinate cross SDLC phases across lots 1 – 5 for BRD and with 7 for back and forth SDLC task interactions</li> </ul>
<b>System Support Services</b>	<ul style="list-style-type: none"> <li>• Maintenance – As requested, and as prioritized by DPW provide support on production trouble shooting, impact analysis for large IT transformations.</li> <li>• Modifications – For the system requirements and GSD phases of the portion of SDLC, provide SRD, GSD, feasibility studies, assessments, technology evaluations, evaluation of custom. SaaS, COTS and transfer options, proof of concepts and pilots as required. Deloitte will also provide overall solution design and guidance that results in actionable advise and approach that is used by the Lot 7 vendor to complete the remaining phases of the SDLC</li> <li>• Application Adoption System Operations – Similar to maintenance, Deloitte as Lot 6 offeror supports DPW as requested in conducting impact and technology transformation and reengineering analysis for large platform and product upgrades</li> <li>• Application Adoption Systems Implementation – Deloitte believes that as Lot 6 offeror, providing support in the systems implementation phase is crucial for the overall success of the initiatives</li> <li>• ITSS and DTSS – Deloitte, as your Lot 6 offeror brings a shared service model that can provide IT thought leadership and emerging thinking in the IT arena helping DPW with product and technology support across its domains both for the respective applications and also work directly with BIS for direct technical support</li> </ul>
<b>Defect Management</b>	<ul style="list-style-type: none"> <li>• Similar to maintenance, Deloitte as Lot 6 offeror, supports impact analysis and trouble shooting for defects management throughout the software development life cycle (SDLC) and live production environments</li> <li>• As requested, Deloitte provides support to address emergency situations that must be supported that have arisen from the architecture, systems requirements, and general systems design</li> </ul>
<b>Direct Systems Architecture Services</b>	<ul style="list-style-type: none"> <li>• Support the DPW Application and Technical Engineering staff with respect to strategic, tactical, and operational activities</li> </ul>



Tasks and Services Requested	Deloitte's Understanding of Task Activities Specific to Lot 6
<b>Turnover Services</b>	<ul style="list-style-type: none"> <li>• Providing a turnover plan that identifies the critical tasks that need to occur to provide a smooth and orderly turnover of functions between the outgoing Contractor and the new Contractor and/or Commonwealth staff with minimal disruption to the operation</li> </ul>

**Figure 4.3-1. Deloitte's Understanding of Task Activities.**  
Deloitte has broadly reviewed the RFP and understands the scope of Lot 6 services.

We understand that full lifecycle of software development commences from Systems requirements through systems implementation and that is spread across both Lot 6 and Lot 7 services in this contract. As a result we anticipate broad coordination between the 2 lot vendors and a number of hand off's and crossing paths between the activities performed. The figure below highlights our understanding of the services required by the Lot 6 offeror.

Lot 6 Services	Deloitte's Understanding of the Systems Architecture Services Activities
<b>System Development Life Cycle</b>	<ul style="list-style-type: none"> <li>• Systems Requirements Document (SRD)</li> <li>• General Systems Design (GSD)</li> <li>• Life Cycle Management</li> <li>• Support Defect and Release Management</li> </ul>
<b>System Support Services</b>	<ul style="list-style-type: none"> <li>• Application Architecture Maintenance</li> <li>• Application/Systems Platform: Production Adoption and Operational Support</li> </ul>
<b>Enterprise Shared Services</b>	<ul style="list-style-type: none"> <li>• Security</li> <li>• Systems Capacity and Performance</li> <li>• BI and Data Warehouse</li> <li>• Database</li> <li>• Middleware</li> <li>• ITIL and CMMI</li> <li>• Infrastructure Evaluations</li> </ul>

**Figure 4.3-2. Deloitte's Understanding of the Systems Architecture Services Activities.**  
Deloitte understands the scope of the Lot 6 systems architecture services required in the RFP.

The overall Lot 6 services within system requirements and GSD also encompasses the activities listed in Page IV-328 and IV-329 of your RFP. They broadly include solution design, architecture, technology evaluations, assessments, and handoff interaction with Lot 1 – 5 vendor, and subsequent interaction with Lot 7 vendor.

In addition to Tasks and Services required, the enterprise systems covered in the scope of this RFP include:

- Enterprise Services
- Integrated Client Information System (iCIS)
- Home and Community Based Services Information System (HCSIS)



- PA’s Enterprise to Link Information for Children Across Networks (PELICAN)
- Child Welfare
- Pennsylvania Child Support Enforcement System (PACSES)

Within these 6 Enterprise Systems we understand there are at least 27 distinct business applications, 25 plus Enterprise Services, 50 plus products and 200+ subsystems.

## Our Understanding of Offeror’s Responsibilities

<b>IV</b>	Page <b>IV-300</b>	RFP Reference: Systems Architecture Lot #6 and Technical Support Services Lot #6
-----------	-----------------------	--

The selected Offeror for Lot #6 will be responsible for the following Systems Support Services activities and tasks throughout the term of the resulting contract:

We understand that the Lot 6 offeror has a number of essential responsibilities that are key to supporting the Lot 7 vendor in successful delivery and maintenance of critical DPW systems. We depict in the figure below, the responsibilities for the Lot 6 offeror and our understanding of why each of these items are critical to the Commonwealth.

Lot 6 Responsibilities	Deloitte’s Understanding of Why this is Critical to DPW
<b>Orientation/Knowledge Acquisition Transition</b>	<ul style="list-style-type: none"> <li>• We support DPW’s need for orientation and knowledge acquisition and as the proposed team already have domain knowledge and the business, architecture and technology basis of in-scope systems require minimal orientation and knowledge acquisition transition services are required.</li> <li>• We can focus on continuity of service and meet the current SLA’s that are relevant for Lot 6 activities for application maintenance and modification activities on day one.</li> </ul>
<b>Application Support (Systems Requirements Application Maintenance and Application Modifications / Enhancements alignment with EA-SOA frameworks, and technology integration initiatives)</b>	<ul style="list-style-type: none"> <li>• We understand that the maintenance and upkeep of these systems is critical to support the goal of providing high quality services and operations to the citizens of the Commonwealth.</li> <li>• As requested by DPW, we collaboratively support the Lot 7 vendor in impact analysis and strategies for application maintenance and modification activities for critical in-scope systems which can affect millions of citizens of the Commonwealth of Pennsylvania.</li> <li>• We also understand that these application should align with the EA-SOE frameworks already in place.</li> </ul>



Lot 6 Responsibilities	Deloitte's Understanding of Why this is Critical to DPW
<b>Enterprise Architecture (EA) Blueprint Models</b>	<ul style="list-style-type: none"><li>• We support DPW's need for information infrastructure support in terms of a reliable solution design and architecture, as these systems create an enormous amount of information that must be supported and accessible.</li></ul>
<b>EA-Systems Architecture (i.e.; designs, assessments, integration, and re-engineering)</b>	<ul style="list-style-type: none"><li>• We understand the application portfolios and the architecture associated with them to support the critical areas of the business. Our team understands the intricacies across the programs, and how the solution is architected and what EA architecture is possible to improve cost of ownership and leverage shared services.</li><li>• We will conduct assessments and determine integration and reengineering as we have done today with systems architecture examples such as Correspondence Services, Document Generation Services.</li></ul>
<b>Lead or assist in Architecture Review Board sessions (i.e., ARB1, ARB2, and ARB3 as required)</b>	<ul style="list-style-type: none"><li>• As Lot 6 offeror, we understand why Architecture Review Board sessions are important to the Commonwealth as a means to enforce compliance with enterprise standards and managing consistency in software design and architecture.</li><li>• We support DPW by continuing to lead or assist in the Architecture Review Board sessions like we currently do today to help in the ongoing enterprise transformation.</li></ul>
<b>Creating and maintaining Enterprise Systems Architecture Blueprints (i.e., detailed business, data, application, and governance reference models with cross-references to SOA frameworks, EA assessments and roadmap strategies)</b>	<ul style="list-style-type: none"><li>• With our understanding of the enterprise impacts, we create and maintain Enterprise Systems Architecture Blueprints as these provide a high level understanding of the business and technical components that form the basis for the in-scope systems.</li><li>• With our understanding of the existing systems that no other vendor can match the depth of understanding we have for the existing enterprise architecture and platform configurations.</li></ul>



Lot 6 Responsibilities	Deloitte's Understanding of Why this is Critical to DPW
<p><b>Initial Capacity Planning (Projections and Baselines)</b></p>	<ul style="list-style-type: none"> <li>• Deloitte, as Lot 6 offeror, brings understanding of the business metrics relating to use of the in-scope applications and is able to project the initial capacity use for major maintenance, as requested or for modifications across the program areas and systems.</li> <li>• We support the Commonwealth by continuing to do initial capacity projections and validations in order to appropriately size databases for lower and live production environments that are critical for environment management and Lot 7 vendor activities.</li> </ul>
<p><b>Assist in systems production anomalies validations and resolution activities or systems load and performance test results analysis as required</b></p>	<ul style="list-style-type: none"> <li>• As requested and prioritized by DPW, we will work with the Lot 7 vendor to assist in the impact analysis and troubleshooting and resolve anomalies and defects in the software development lifecycle.</li> <li>• Consistent with the SDM processes, will utilize the defect management system proposed and conduct assessments to determine defects in the system requirements, architecture, and general systems design.</li> </ul>
<p><b>COTS, Software as a Solution (SaaS), and transfer technology feasibility and assessments</b></p>	<ul style="list-style-type: none"> <li>• Deloitte as Lot 6 offeror brings understanding of the business and technology solutions available in the market for the HHS industry, We support DPW's need in performing feasibility and assessments for Commercial-Off-The-Shelf, Software as a Solution and transfer technology assessments, integration and implementations. During the course of the project we will look to the solution design from the stand point of leading value and long term reuse and maintenance for DPW, and bring these ideas as part of our overall assessments.</li> </ul>
<p><b>Assist in SWAT incident response activities as required</b></p>	<ul style="list-style-type: none"> <li>• As requested by DPW, we currently support DPW through assisting in SWAT incident responses activities to support the resolution of Production problems.</li> </ul>
<p><b>Systems and Technology Integration (i.e.; Strategies, General Designs, Planning, Assessments, Roadmaps, EA-alignment ) as required</b></p>	<ul style="list-style-type: none"> <li>• As Lot 6 offeror, we support DPW to develop Systems Requirements and General Systems Design. We support DPW through the planning, assessment, roadmap development for adoption of services integration.</li> <li>• Through Deloitte as Lot 6 offeror, our teams integrate technology across DPW applications and we bring a team which understands the architecture and systems integration vision of DPW because we have helped design the portfolio.</li> </ul>





Lot 6 Responsibilities	Deloitte's Understanding of Why this is Critical to DPW
<b>Business data and information life cycle management strategies</b>	<ul style="list-style-type: none"> <li>We support DPW's need for application technology domain life cycle management to allow for the evolution of systems and maximize enterprise architecture and services oriented architecture throughout the in-scope systems.</li> </ul>
<b>Assist in ITIL and CMMI process Improvement Initiatives (as required)</b>	<ul style="list-style-type: none"> <li>As Lot 6 offeror, we understand that ITIL and CMM process improvements are both a Lot 6 and Lot 7 vendor responsibility, and they provide repeatable IT processes and areas of improvement. We currently support DPW through assisting in ITIL and CMMI process improvement initiatives and the refinement and expansion of CMMI and ITIL models and governance frameworks.</li> </ul>
<b>Direct Systems Architecture Services</b>	<ul style="list-style-type: none"> <li>We support DPW's need for direct systems architecture services which provide knowledge and experience in solutions and technology to supplement Commonwealth resources.</li> <li>We continue to provide direct systems architecture services to support the DPW Application and Technical Engineering staff with respect to strategic, tactical, and operational activities.</li> </ul>
<b>Turnover Services</b>	<ul style="list-style-type: none"> <li>We approach turnover services in a collaborative fashion and develop a turnover plan that enables a smooth transition of tasks. We work with the designated staff during the turnover phases and approach turnover in a diligent and organized fashion.</li> </ul>

**Figure 4.3-3. Lot 6 Responsibilities.**  
Deloitte understands the Lot 6 responsibilities detailed in the RFP and is ready to execute.

## Our Understanding of Performance Expectations

Appendix <b>K</b>	Page <b>7</b>	RFP Reference: Service Level Agreements Addendum 4
----------------------	------------------	--

**Service Level Agreements:** This section outlines the specific SLAs by category as defined in Section 1 and using the format outlined above in Section 6:

The Service Level Agreements (SLA's) provide a set of conditions to embody that IT services meet or exceed the business needs. The SLA's define the desired value and expectations by clearly identifying the IT service responsibilities that are aligned with the performance expectations of the business stakeholders. The SLA's also provide the link between contractor responsibilities and customer responsibilities to meet the desired expectations. The SLA's we define in the figure below outline a clear set of performance expectations and why the success in these areas is critical to performing the business mission of DPW.





While we understand that many of the system specific SLAs are the responsibility of the Lot 7 vendor, we have listed the SLAs to demonstrate our understanding of the expectations set forth in Appendix K.

SLA	Deloitte's Understanding of the SLA's Importance to DPW
<b>Project Schedule</b>	<ul style="list-style-type: none"> <li>• DPW must adhere to Federal and State timeline requirements for many of its programs. Vendors and the services they provide are critical in meeting these requirements.</li> <li>• In addition, fulfilling customer needs makes the established project schedule for SRD and GSD of critical importance to DPW.</li> </ul>
<b>Project Cost</b>	<ul style="list-style-type: none"> <li>• As with any government entities, budget constraints and limitations drive the need to properly allocate costs. Once a project is initiated according to DPW's priorities in accordance with an approved estimate of level of effort, an over-budget project decreases the resources available for another DPW priority initiative.</li> </ul>
<b>Project Deliverables</b>	<ul style="list-style-type: none"> <li>• The timelines for the project deliverables are in place to facilitate the proper review of the project as it progresses through the life cycle, as well as to allow for ancillary resource requirements preparation.</li> </ul>
<b>Functional Requirements</b>	<ul style="list-style-type: none"> <li>• The functional requirements represented in the transition from BRDs, and created by Lot 6 offeror as SRD are the mutually agreed to requirements for the final production software release. It is important to provide the artifact that includes the details of the respective software release.</li> <li>• The functional requirements also provide linkage between the business requirements and the services enabled by the software.</li> </ul>
<b>Systems Requirements</b>	<ul style="list-style-type: none"> <li>• The systems requirements demonstrate that the goals of both the Business Requirements Documentation (BRD) and the Systems Requirements Documentation (SRD) are achieved to include achievement of the functional and non-functional requirements. The SRD serves as the basis for a overall General Systems Design and hand off to Lot 7 vendor for developing the remaining artifacts of the DPW SDM.</li> </ul>
<b>Production Release Errors</b>	<ul style="list-style-type: none"> <li>• Reducing production release errors results in the reduction of problems that impact business operations and end users.</li> </ul>
<b>Emergency Software Release</b>	<ul style="list-style-type: none"> <li>• Reducing the necessity of emergency software releases minimizes business operation impact.</li> <li>• A structured and proven release process that includes systemic quality control and quality assurance decreases the potential amount of emergency releases.</li> </ul>
<b>Business Availability</b>	<ul style="list-style-type: none"> <li>• The importance of the mission of DPW dictates that critical business operations maintain a high degree of availability to provide services and benefits to the citizens.</li> </ul>
<b>Batch Processing</b>	<ul style="list-style-type: none"> <li>• The mainstream DPW applications are required to be available at specified times. As such, the times for batch processing are strictly held to reduce impact on mission critical business operational requirements.</li> <li>• Understanding and complying with this timing is a critical component of maintaining the system balance necessary for operational functionality health.</li> </ul>



SLA	Deloitte's Understanding of the SLA's Importance to DPW
<b>Disadvantaged Business (DB)</b>	<ul style="list-style-type: none"><li>• Commitment to fulfill MBE/WBE requirements fulfills the Commonwealth's commitment to shared opportunities.</li></ul>
<b>Contractor Partnership Program (CPP)</b>	<ul style="list-style-type: none"><li>• CPP affords opportunities for TANF recipients and enables the overall DPW goal of supporting citizens towards a goal of self-sufficiency.</li></ul>

**Figure 4.3-4. Deloitte's Understanding of the SLA's Importance to DPW.**

Deloitte has reviewed the SLA's and is prepared to continue to meet our current SLA's and mutually agree upon a new set for the new contract.

While we are prepared to meet our current SLA's that are relevant to Lot 6 related services under the Strategic Systems contract from day one, we understand from the RFP that the vendor must work with DPW to mutually agree on a set of SLA's for the new contract as a result of this procurement. Our proposal assumes that we will only negotiate SLA's that relate to the timely completion of SRD and GSD related activities.



# Tab 5 Management Summary

Tab 4

Tab 5

Tab 6

Tab 7

Tab 8

Tab 9

Tab 10

Tab 11

Tab 12

Tab 13

Tab 14

PA\_DPW-099b

The Lot 6 Deloitte team is excited to offer our DPW-proven approach to Systems Architecture Services. Our approach significantly lowers transition costs and risk during the migration to the new operating model and enables communication and collaboration with DPW stakeholders especially with Lot 7 provider. Our approach will enable DPW's vision of an integrated human services model by bringing in sound business, IT strategy, technology and executable solution design. We support DPW's service adoption strategy while providing enterprise architecture, shared services models and latest business thinking in the industry to deliver quality and cost effective citizen services.

## Why Deloitte:

- Deloitte's 10+ years of DPW experience with your Enterprise Systems mitigates the challenge of improving the business and technology paradigm without negatively impacting the day-to-day reliable business operations for the citizens you serve.
- Deloitte's approach combines national HHS and technology leadership with proven methodologies and frameworks to promote DPW's IT service delivery strategy specific to Lot 6 tasks.

The Department of Public Welfare (DPW) is a nationally recognized leader in delivering public assistance programs to the people of Pennsylvania. For 10 years, Deloitte has been a trusted and reliable service provider in the joint stewardship of DPW's strategic business systems and IT Vision. Together we continue to implement strategic initiatives and to expand the use of enterprise architecture frameworks and shared services. Over the next 5 years we will continue supplementing our DPW-proven approach and personnel with the assets, lessons learned and nationally eminent leaders from Deloitte's Health and Human Services practice.

## Proposed Effort – Services we have fine tuned with DPW for 10 years

Deloitte is committed to delivering on the "engine" of the new business and technology paradigm as a result of this procurement. **Our team is prepared to operate at full speed** delivering the services required for Orientation/Knowledge Acquisition, Project Management, Systems Requirements, General Systems Design, Systems Architecture Support Services, and Turnover Services.

**Unlike Other Vendors We Will Not Have to Tailor Our Methods to DPW or Learn the Details of the Myriad Processes, Standards, and Methods Already Being Employed.** As the Lot 6 systems integrator Deloitte is prepared to provide DPW with the Systems Architecture Services that will drive the evolution of DPW's service

adoption strategy while improving the day-to-day operations of the program office. Deloitte is the only vendor with the team, facilities, DPW and national experience to provide:

- Services that enable DPW to **continue to deliver critical initiatives** during the contract and gubernatorial transition period.
- Program and project management that **builds on the last 5 years of best practices** and processes exercised everyday as part of the DPW PMO.
- Quickly combine DPW, Deloitte and Industry **proven methods** for feasibility studies, system requirements, feasibility studies and technology selections.
- System Support Services combine DPW, Deloitte, and **industry proven methodologies with enhanced CMMi and ITIL frameworks.**
- Technical support services that deliver the **depth and breadth of technical expertise across the various domains and platforms** to continue DPW's enterprise service evolution.
- **A turnover offering informed by our world class Human Capital service area** that focuses on continuous knowledge transfer for client self sufficiency. A service offering not available from many systems integrators or staff augmentation providers.

## Teaming Partners – Companies with a proven track record of performing for DPW together

Deloitte has assembled a team of partners that furthers DPW's goal of providing opportunities for qualified disadvantage businesses and small business enterprises the opportunity to do business with the Commonwealth While these firms will enhance our team with specific skill sets, Deloitte will be solely responsible for the delivery of the Lot 6 services. Our teaming partners are companies and people you know and trust, because they have performed for DPW in the past. They include:

- **Unisys.** A long trusted DPW provider and partner with Deloitte serving DPW for more than 30 years.
- **Ajilon.** The primary teaming partner working with Deloitte to build the first statewide Child Care solution integrating child care, Pre-K and ELN programs for Pennsylvania.

### Key Staff Spotlight Tim Wiest



**Deloitte's Pennsylvania Account Leader**

*"My first big career opportunity was at DPW in 1984, and now, 26 years later, I am still excited by the challenges and opportunities to serve DPW and your clients. Pennsylvania is my home and you have my commitment to provide DPW all the expertise and capabilities Deloitte has to offer to help you achieve your goals.*

- **Adept, Dunston, Sigma.** All approved Pennsylvania DBE firms with offices from Philadelphia to Pittsburgh that have provided a wide range of technical support services to the DPW over the last 10 years.

No other team and can boast the long term successful relationship Deloitte has enjoyed with its teaming partners. A team proven to work well together will lead to long term benefits to DPW.

## Work Plan Overview – Deloitte will get it right the First Time

In this fast pace environment of HHS and technology, DPW cannot afford to have a vendor that needs second chances or has to learn on the job. Deloitte brings a “one team” collaborative approach to the Work Plan that is focused on taking DPW’s vision for operational support, shared services, and enterprise-based IT strategy to the next level of transformation. We leverage our 35 years of DPW and nationwide HHS business and technical experience to get the plan right the first time, avoiding risks and cost over runs along the way.

Our Work Plan provides the framework for integrating our in-depth business and technical experience with DPW business objectives. We use Deloitte’s HHS knowledge base, re-usable assets, best practices and lessons learned from our engagements in other states. Highlights of our approach include:

- The **rapid knowledge transfer** to new Lots 1-5
- The **expanded use of a shared services** model to reduce cost, increase standardization and provide uninterrupted support to mission critical operations
- The **efficient end-to-end support** of maintenance, modification, and enterprise-level initiatives
- The **expansion of the enterprise architecture model** (i.e. Child Welfare Systems, CIS and PACSES incremental modernization, and enterprise services)
- Time-tested activities and tasks for application adoption and system implementation **that ready end users for success**

Our approach is built on a solid foundation, one we have jointly developed for many years and takes into account DPW’s methodology, assets, and standards. We will drive repeatable processes that are continuously measured, analyzed, and improved based on CMMI and ITIL principles.

**Formed but Flexible.** Finally, while our approach is well thought out and well tested it remains flexible enough to respond to new business initiatives and legislative mandates.

### Unique and Distinguishing Factors



- Commits to achieve next level CMMI Level-4 assessment
- Draws on our federal and state experience to prepare DPW for significant change (i.e. health care reform)
- Leverages our 15+ years of nation-wide HHS and Allegheny County Child Welfare experience
- Invests in new PM tools analysis the IT lifecycle from Program Management through implementation

## Key Personnel and Staffing – People you know and trust to work with everyday

We propose a staffing plan that includes a core project team that brings over 1,500 years of direct hands-on DPW experience with your business systems, technologies, processes, standards and operating rhythm that enable the administration of your programs. With the Deloitte team, you will not skip a beat during the critical time of transition. In addition we deliver innovation from our national HHS practice that directly support's DPW's strategic initiatives including an advisory panel of national leaders that are available to DPW to provide insights on national program, policy and technical trends. Finally, our team continues under the leadership of individuals with more than 70 years of combined DPW experience:

- **Tim Wiest.** Pennsylvania Account Lead
- **Sundhar Sekhar.** DPW Lead Engagement Principal
- **Michele Keller.** DPW Project Manager
- **Pat Howard,** Health Care Project Executive
- **Srini Subramanian,** ITSS Project Executive

While other vendors will have to actively engage in hiring to ramp up key personnel and project resources to deliver the nearly 100 professionals required to deliver on the tasks and services stated in this RFP, Deloitte is ready with a team of DPW experienced professionals to meet your needs.

## Corporate Qualifications – Experience available to DPW that is unparalleled in HHS Systems Integration

We are a \$20 billion global consultancy with the financial viability and stability to credibly commit to this contract and the delivery of the work defined in the RFP. In addition, we are the market leader in providing similar services within the U.S. Health and Human Services market. Further, we have jointly worked with DPW to develop and maintain 6 business applications, 27 business systems and more than 200 subsystems, while securing the Commonwealth's position as a nationally recognized leader.

**Our longevity with DPW is common as many of your peer HHS clients have retained Deloitte for a similar period of time because of our innovation in business and technology solutions and the value we create.**

### Key Staff Spotlight Sundhar Sekhar



**Deloitte's Lead Engagement  
Principal for DPW**

*"Being the DPW Engagement Principal has been the most rewarding aspect of my career at Deloitte. As our firm's National HHS leader, I understand firsthand how advanced DPW is in IT delivery and am honored to have the opportunity to work together every day."*



We are uniquely positioned to combine this capability with relevant public sector, HHS and DPW experience with State systems of similar size, scope and complexity. Deloitte's experience gives DPW confidence in our plans, people, ideas, and estimates included in the proposal to perform the Lot 6 services.

In addition to our local and national HHS experience, Deloitte's Public Sector Delivery Center provides over 90,000 square feet of fully equipped office space with phones, security systems, free parking, training rooms, and test labs. Also, this center has access to the firm's data center in Spring Valley, PA which could provide DPW additional applications hosting options if needed.

These experiences and capabilities are a critical success factor and a required qualification for a vendor to deliver the services requested in the RFP.

## Notable Aspects of Our Proposal

Deloitte takes to heart your RFP request to present the attributes of our qualifications and approach that are "especially notable." We submit to you the following for consideration of Deloitte as the most qualified firm for Lot 6:

- **We have Earned Your Business.** Deloitte has collaborated with DPW for more than 10 years to successfully deliver some of the most complex HHS Systems in nation. We earned your business because we have met or exceeded your expectation on each project delivered.
- **We Provide Stability Throughout Transition.** DPW is about to enter a period of time that promises significant operating model changes overlapped with almost certain executive leadership transition due to the election this November. Deloitte is the only vendor you can trust to make sure DPW initiatives and efforts are viewed positively during this time.
- **We Deliver a Team Passionate About Your Programs.** Our leadership team, key personnel, and 400+ DPW experienced resources feel extreme pride and accountability not only for the solutions we build but for the people they serve. You can count on this team to be there for your toughest challenges.
- **We Will Deliver Value to Strengthen the Relationship.** Our team proposed for Lot 6 measures our success by the value we generate for our clients – DPW is no exception! Deloitte has delivered significant savings through programs like SSI Automation with \$30 million in annual savings and since 2005, Pennsylvania has twice won the federal Child Support Program Performance Award and over the last 5 years Pennsylvania's efforts have resulted in the receipt of \$158 million in federal performance bonus money. In challenging budget times, you can trust the Deloitte team to identify additional ways to create value through the Lot 6 services provided.

### Unique and Distinguishing Factors



- DPW relevant experience in 25 states, including 14 of similar size, scope and complexity to PA that is more than any other vendor
- Our proposed team brings experience from numerous states providing innovative ideas through our HHS state client network, national HHS program, policy experts, and technology practice
- 7,000 Public Sector practitioners including 2,000 with direct experience in public assistance programs



# Tab 6: Work Plan



PA\_DPW-099c

<b>II</b>	Page II-2	RFP Reference: II-3. Work Plan
-----------	-----------	--------------------------------

We propose a work plan that positions DPW to expand its enterprise architecture and shared services model while providing actionable advice to address IT strategy, solution architecture design, feasibility studies, assessments, new technology evaluations, and specialized knowledge for your enterprise business systems. Our work plan for Lot 6 supports a smooth transition to DPW’s new operating model, and leverages our team’s strategy, business and technical knowledge in the 27 in-scope business systems. We base our plan on a jointly developed and proven methodology, capable of adapting to the complexity of a given change and incorporate additional resources required to coordinate with the Lot 7 vendor for day to day communications, reviews, and handoff’s. Our plan supports the strategic alignment of our resources to common business areas to increase reuse and includes CMMI and ITIL processes for full SDLC phases, to reduce effort of delivery across DPW’s enterprise.

## Introduction

DPW is moving into an innovative and progressive operational model in comparison to other HHS Agencies. The RFP structures services that are currently under application-specific domains into IT Consulting, Systems Architecture, and Systems Architecture Services that span the Department. Deloitte’s approach embraces DPW’s new operating model and complements it by providing our experience in the activities defined for Lot 6 with a collaborative one-team working style. Figure 6-1 below represents the fundamental differentiators in Deloitte’s Approach for DPW.



PA\_DPW-303\_10

**Figure 6-1. Deloitte’s Key Differentiators.**

Our experienced staff leverage DPW’s existing business and technical resources and compliment them using our shared services approach while maintaining quality and consistency through guidelines prescribed by ITIL and CMMI.

We understand that working within the new operating model aligns Lots 1-5 with each DPW application and requires the Lots 6 and 7 offeror to coordinate the enterprise-wide approaches for DPW's It infrastructure and systems. We also understand that Lot 6 and Lot 7 vendor will need to work together very closely to determine that the more than 100 touch points through the entirety of SDLC phases are managed effectively for a single project initiative.

We realize that the role of the Lot 6 offeror is to be the bridge between Lots 1 – 5 and the Lot 7 vendor and requires coordination with Lot 7 tasks. We translate the high level business principles from Lots 1 – 5, and prepare a design that is executable by the Lot 7 vendor. Only Deloitte with its current experience in the entire SDLC is able to provide the level of comfort to DPW that as a Lot 6 offeror we will be able to create solution designs, and architectures that comply with DPW standards, and when implemented by the Lot 7 vendor will result in working solutions for your end users.

We will perform strategy and program support addressing program alignment, business architectures and models, service delivery management, and next generation technology concepts including enterprise architecture models, SOA, solution architecture designs, COTS and product assessments. The result of our strategic work and support will position the Lot 7 vendor to design, develop and deploy the solutions. Our knowledge with the underlying business, functional and program models for the in-scope systems allows us to leverage experiences and develop executable designs that can be used by the Lot 7 vendor to develop and implement modification/maintenance items.

Within Lot 6, we propose a shared services approach to bring together a enterprise level view across the DPW program areas, identify and combine business and technology processes that are common across DPW systems into a unified shared service principle for DPW. This enterprise level approach reduces duplication and makes the most effective use of DPW's program and technology assets, and also provides for the continued evolution of the enterprise concepts.

#### Key Staff Spotlight

### Sundhar Sekhar

Contract Administrator



#### On Delivering Services...

*"I have had the privilege to serve DPW since January, 2000 starting with the Human Services Network (H-Net), your IT strategic initiative. Today, DPW has implemented many of the strategic directions from that effort and delivered significant program and IT transformations to your constituents. I look forward to serving DPW in this new contract and furthering your next generation of IT strategies."*



For example, a single team is responsible for strategic activities like database design and architecture, and a single team that focuses on innovative design, assessments and next generation data analytic principles for enterprise information and knowledge management.

As a Lot 6 offeror, our proposed team for DPW has in-depth experience in the 27 in-scope systems, its inherent architecture principles, and is intimately familiar with the Department's methodologies, processes, and tools. This enables us to provide an accelerated transition into the new contract model. Deloitte through its experience is able to prepare design results that DPW can be confident will result in a working, usable solution for its end users. Our knowledge of the applications allows us to identify and resolve business requirements gaps early in the systems requirements and GSD process as we transition the high level BRDs from the Lot 1-5 vendor. We provide a reliable translation of the high level BRD from the Lot 1 – 5 vendor that takes into account cross application impacts and identifies common processes that we convert to services shared by the appropriate DPW applications through our systems requirements, general systems design, architecture assessments, and solution design work.

We use the Department's established, proven methodologies that our team actively uses on our current DPW projects. We worked together with you to develop, adopt, and evolve your existing methods, frameworks, and assets. We apply our experience working within them and proactively team with DPW to update the methodology, tailoring it to meet the needs of the Department.

In order to maintain consistency and quality in the use of tools and processes across multiple projects, Deloitte leverages ITIL and CMMI prescribed standards and guidelines and tailors it to specifically address DPW needs.

Our past and current successes provide DPW with a firm that demonstrates repeatable, positive results for our clients. We feel this evidence is paramount when considering an HHS solutions integrator for a project of this size and complexity. To demonstrate our direct and relevant project experience, we feel there is no better voice than you hearing from our clients. On the following page, we are pleased to present DPW with a letter of reference from one of your peers demonstrating our capabilities and character in delivering successful and tangible results in the Health and Human Services programs and IT.



TEXAS HEALTH AND HUMAN SERVICES COMMISSION

August 17, 2010

THOMAS M. SUEHS  
EXECUTIVE COMMISSIONER

To Whom It May Concern:

Deloitte originally worked with Texas Health and Human Services Commission (HHSC) in 2001 to design and develop the Texas Integrated Eligibility Redesign System (TIERS). TIERS is a large automated eligibility system that administers programs such as Medicaid, Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program, and Long Term Care for the elderly and individuals with disabilities. More recently, HHSC contracted with Deloitte in 2007 to maintain and enhance TIERS while supporting the state-wide rollout.

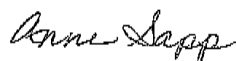
At present, TIERS supports over one million cases and disburses over \$132 million in SNAP and TANF benefits per month and over 900,000 Medicaid IDs per month. Deloitte is currently collaborating with HHSC to support the rollout of the eligibility system to all Texas regions by the end of 2011. In addition to supporting HHSC's aggressive rollout plan, the Deloitte TIERS team is also responsible for implementing three enhancement releases each year with over 25 major enhancements within each release. To-date, the Deloitte TIERS team has delivered all agreed-upon functionality for all enhancement releases on-time.

The Deloitte TIERS team takes business requirements as defined by HHSC and is responsible for all aspects of the software development lifecycle from definition of system requirements through implementation and support. Working within a multi-vendor environment, the Deloitte team demonstrates a flexible approach to gathering system requirements and a disciplined management approach for delivering on-time releases. For more than 10 years, Deloitte has been a trusted advisor to the State of Texas. We brought Deloitte back to Texas to implement TIERS statewide.

Additionally, the 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.

If you have any additional questions regarding HHSC or the role of Deloitte in supporting the TIERS system, please feel free to contact me at 512-487-3459 or by e-mail at [Anne.Sapp@hhsc.state.tx.us](mailto:Anne.Sapp@hhsc.state.tx.us).

Sincerely,



Anne Sapp  
Director, Special Projects

P. O. Box 13247 • Austin, Texas 78711 • 4900 North Lamar, Austin, Texas 78751 • 512-424-6500

PA\_DPW-1312

# Technical Plan

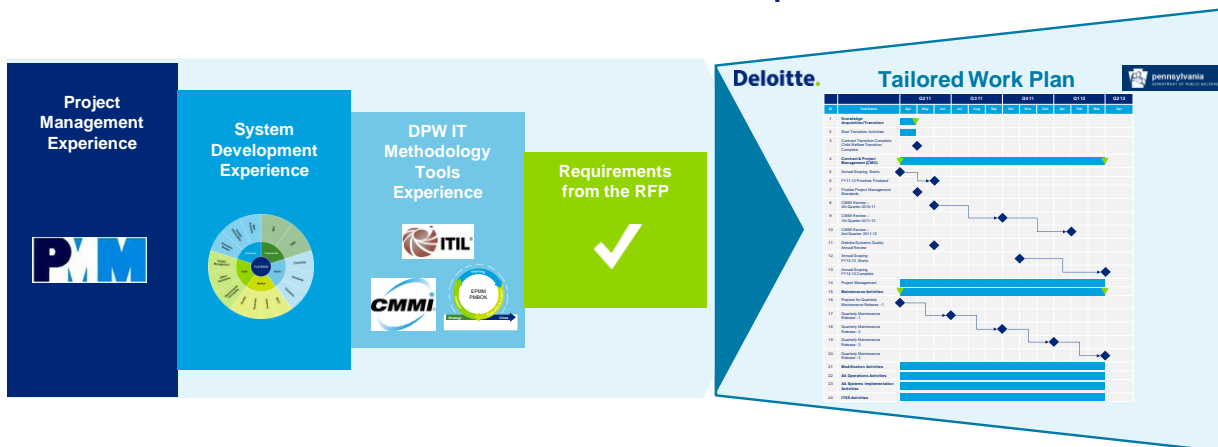
II	Page II-2	RFP Reference: II-3. Work Plan
----	-----------	--------------------------------

Describe in narrative form your technical plan for accomplishing the work. Use the task descriptions in **Part IV** of this RFP as your reference point. Modifications of the task descriptions are permitted; however, reasons for changes should be fully explained. Indicate the number of person hours allocated to each task. Include a Program Evaluation and Review Technique (PERT) or similar type display, time related, showing each event. If more than one approach is apparent, comment on why you chose this approach.

DPW needs a realistic and detailed work plan to successfully coordinate interaction between other Offerors and execute project activities specific to Lot 6, across the 27 in-scope systems. Our work plan provides a roadmap to monitor our progress towards successful completion of key activities as referenced in RFP Part IV. Our use of the DPW work plan standard to develop our portion of the SDLC work plan enables DPW to compare progress of projects relating to part-SDLC activities for Lot. The detailed Project Work Plan for Lot 6 outlines the activities, deliverables, and significant milestones that guide the proposed team through initial phases of the SDLC, requirements and GSD, with tasks including project management, knowledge transfer, and application modification and maintenance. We maintain the work plan and submit updates to DPW as timelines and project priorities change.

We have developed our work plan based on our overall experience with project management, system development, DPW IT Methodology, tools, and tailored it to address the requirements specific to Lot 6, from the RFP as shown in Figure 6-2.

## Tailored Work Plan Meets DPW Requirements



PA\_DPW-457\_4

**Figure 6-2. Development of the Work Plan.**

We draw on our broad industry experience while maintaining focus on DPW's needs and requirements to draft a work plan that identifies system interdependencies and interactions with different project threads to reduce overall project risk.

Our work plan begins with Project Kick-off on April 1<sup>st</sup> 2010. Upon project kick-off, we begin with Orientation and Knowledge Acquisition activities. We propose a transition approach of 30 days for Contract Transition and Child Welfare systems requirements,

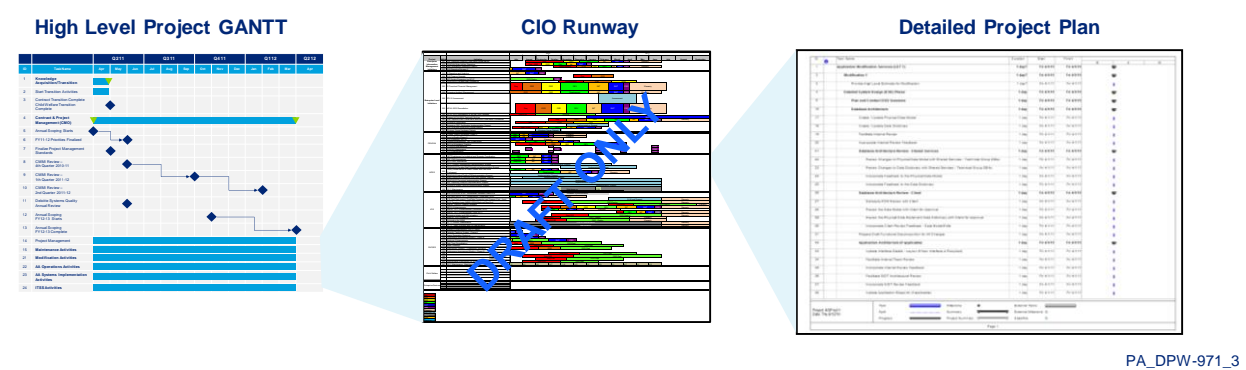


GSD and document transition. We prepare and submit the Orientation/Knowledge acquisition (OKA) transition plan to address the turnover of business systems in an orderly manner. Upon approval of the plan, we begin transitioning the business systems and provide DPW with transition progress assessment and status updates. In addition, we will coordinate this transition activity with the Lot 7 vendor, incumbent provider, and DPW to allow for closer coordination of hand off points between the Lot 6 and Lot 7 tasks. At the end of the 30-day period, we provide DPW with the OKA Transition Results report highlighting the completion of activities and accomplishment of transition objectives.

As part of our project management activities, we prepare and submit the Project Management Plan and associated deliverables. We also perform annual scoping to finalize the priorities for FY2011-2012 and align the activities and schedules in coordination with other lot vendors consistent with their respective RFP activities. In addition, we conduct quarterly CMMI reviews to monitor adherence to project quality standards for tasks relating to systems requirements, GSD, solution design, product feasibility, architecture analysis, new technology evaluations, and business governance.

Throughout the life of the project, we provide solution design, assessment and guidance for functionalities and technologies that will form the critical base for the Lot 7 vendor to develop and deploy bundled maintenance releases, and modification releases that are prioritized and agreed upon across lot vendors following your governance processes. We are responsible for the provision of solution strategy, technical architecture, proof of concepts and design guidance, and any technology related reengineering or large impact assessments for maintenance and ongoing operational support of the in-scope applications. In addition to that, we also provide security related strategy and design that forms an important input to the Department’s vulnerability testing and application related disaster recovery and backup assistance.

We develop detailed work plans for each Enhancement release based on the high level Gantt chart and the CIO Runway as shown in Figure 6-3. While these releases show full SDLC timeframes for overall clarity and consistency of work, our responsibility will be consistent with the requirements for the initial SDLC phases as defined in the RFP.

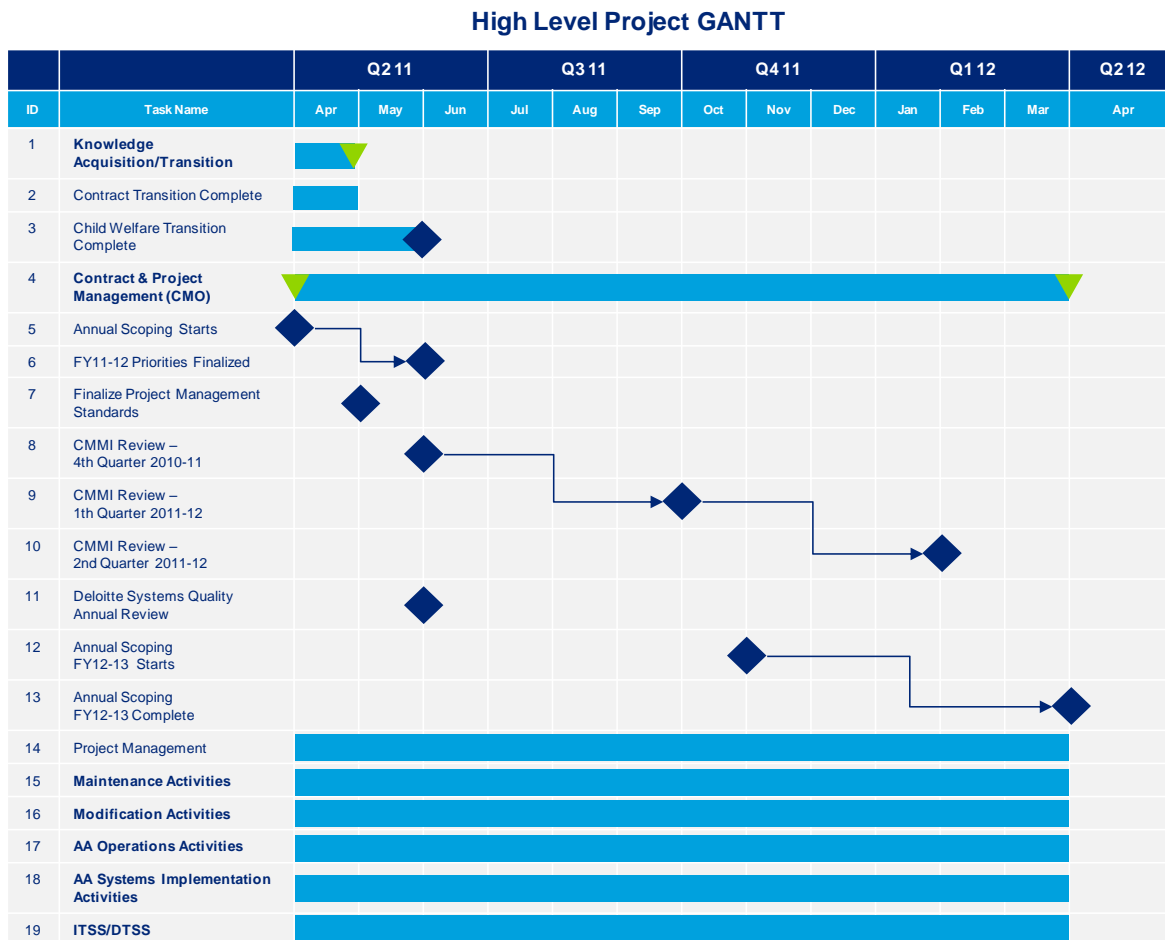


**Figure 6.3. Effective Project Management Planning.**  
Deloitte provides DPW with straightforward and usable project management plans to quickly identify key objectives and assess our progress towards achieving them.



We collaborate with DPW and work with other Offerors is Lots 1-5 and 7 to plan upcoming initiatives as part of the Annual Scoping process. We jointly develop or update the CIO Runway as a product of these discussions and use it as a baseline to develop our Detailed work plans.

Figure 6-4 depicts a GANTT chart representing the high-level tasks for Lot 6 over the first year. This timeline will be reviewed with DPW in concert with Lot 7 vendor and updated based on mutual agreement prior to project start.



PA\_DPW-1377

**Figure 6-4. Work Plan Gantt Chart.**

A representation of the high-level tasks involved in each phase of the project.

The following figure depicts, at a high level, the activities outlined in Part IV of the RFP.



## High Level Tasks and Description

Task Name	Deloitte Performs Key Activities as Lot 6 Offeror
<b>Orientation/Knowledge Acquisition</b>	We perform activities to orient our team to the new operating model. These activities include processes relating to hand off's from Lot 1 – 5 vendors for high level BRDs, and transition to Lot 7 vendor for SDM related phases, solution design, architecture, technical feasibility, tool selections, product design and selection and adjustments in operational procedures consistent with the contract to provide a smooth transition to the new operating model.
<b>Contract and Project Management</b>	We manage and coordinate aspects of concurrent projects across the in-scope systems throughout the project life cycle with Commonwealth oversight and approvals. Consistent with the lot structures and responsibilities, the contract and project management role will focus on the increased coordination across lot vendors, SDM phases, project tasks, deliverable flows. These activities help facilitate timely submission of deliverables and work results that meet DPW requirements.
<b>Maintenance Activities</b>	For DPW's in-scope systems, we bring sound technical guidance, reengineering approaches, impact assessments from a business and technical perspective to assist the Lot 7 vendor in their maintenance and ongoing operations. We assist DPW in reviewing Lot 7 vendor designs relating to performance requirements, defect corrective plans and support disaster recovery activities as needed.
<b>Modification Activities</b>	The most essential activity in Lot 6 is the translation of the high level BRDs from Lots 1-5, develop Systems requirements, general systems design, feasibility, and solution architecture and design documents that can be used by Lot 7 Offeror to develop a final solution for DPW's end users. This is a critical point in the SDLC and if executed correctly with minimal handoff's, saves DPW significant time and cost. Specifically, the challenges are related to the review of requirements documentation for readiness to be translated into General System Design Documents. Additionally, we expand and refine Enterprise Architecture Models, assist in the requisite technical architecture planning and assessment activities and update Traceability Matrices as required.
<b>Application Adoption Systems Implementation and Operations Activities</b>	As the Lot 6 offeror, Deloitte brings the last 10 years of history to planning for and successfully implementing IT initiatives and systems to your more than 15,000 internal and external stakeholders. While a sound technology approach and design are essential for IT development many projects fail because of poor implementation planning. Deloitte understands the activities that need to be started during the planning, requirements and general design phases of an IT project to build consensus with your stakeholders. If DPW invests in these activities for early implementation planning the probability for user success is greatly enhanced.
<b>Defect Management</b>	As requested by DPW Deloitte will work closely with DPW and Lot 7 provider to provide architecture guidance and impact analysis of defects on the enterprise systems.





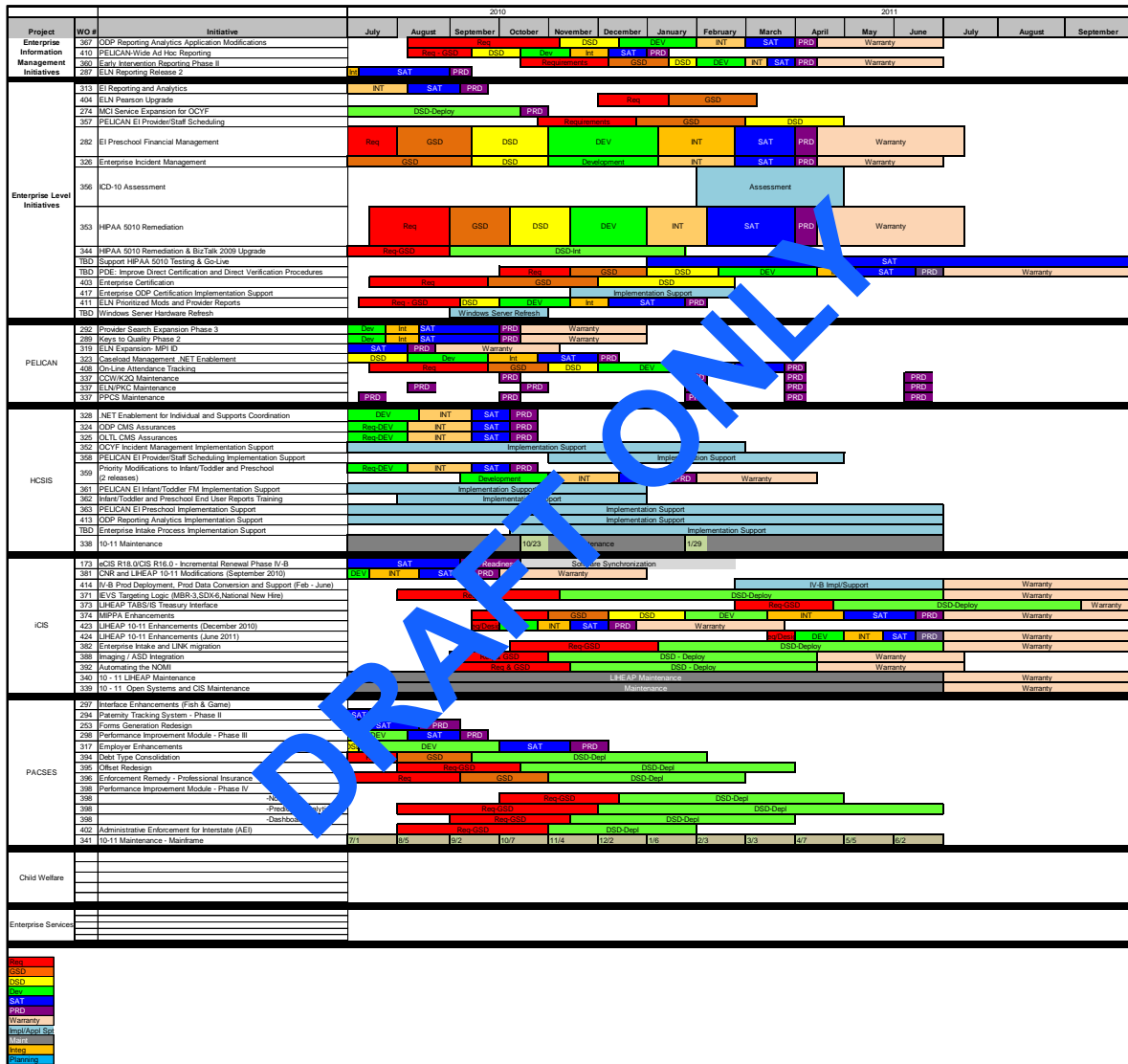
Task Name	Deloitte Performs Key Activities as Lot 6 Offeror
<b>ITSS and DTSS Activities</b>	<p>Coordinating closely with DPW and Lot 7 provider, we provide IT shared services (ITSS) and IT architecture strategy, CMMI and ITIL enablement support to DPW, enabling a higher degree of management of shared processes, standards, and technical assets.</p> <p>Our team performs ITSS in the areas of database support, configuration management, security, architecture, middleware, groupware/network, knowledge management, operations, and production support. We also provide ITIL/CMMI software engineering process support in helping DPW in their continued evolution.</p>
<b>Turnover Activities</b>	<p>At the conclusion of the contract period, our team develops a detailed Turnover plan to transition responsibilities for Lot 6 either to a new vendor or to DPW. To assist in a smooth turnover, we verify that the Turnover plan complies with DPW standards. In addition, post turnover of services, we provide DPW with lessons learned and results from the turnover activities.</p>

**Figure 6-5. Deloitte Performs Key Activities.**

The CIO Runway provides DPW Management with a full SDLC picture and clear understanding of upcoming projects and their timelines. It provides a holistic view of the project activities required resources and facilitates optimal use of business and technical resources. We will work closely with DPW and the Lot 7 vendor to align the SDM phase timelines consistent with our responsibilities per the RFP, and also include the analysis and assessment tasks that are required as part of Lot 6 work before Lot 7 services can commence. We envision frequent meetings, new tracking tools, and constant communication between the Lots 1-5 business planning vendors, Lot 7 systems support vendor, Deloitte as the Lot 6 offeror, and DPW to make sure the cross SDLC activities are kept in synch and project delays and misunderstandings are avoided.

Figure 6-6 illustrates a sample Runway based on our understanding of DPW’s Planned initiatives for FY11-13.

### CIO Runway



PA\_DPW-975\_2

**Figure 6-6. Sample CIO Runway for FY11-13.**  
Deloitte collaborates with DPW to create CIO Runways based on DPW's planned initiatives

Once timelines have been finalized, we create a detailed Work plan for Modifications and Maintenance Releases that describe critical activities and dependencies, timelines, resources and deliverables. Our scope of the timeline will focus on the tasks that are specific to the Lot 6 services, Since the Lot 6 activities are tightly integrated with the Lot 6 provision of services, we will work closely with DPW and the Lot 7 provider to define the handoff's, reviews, validations, and corrections prior to any design being handed over to Lot 7 vendor for solution development. A sample modification work plan is attached in *Appendix A*. Additionally, we have provided a detailed Gantt for Orientation/Knowledge Acquisition in *Section 6.1*.

Figure 6-7 illustrates a sample Detailed Modification Work Plan.

### Detailed Project Plan

ID	Task Name	Duration	Start	Finish	M	A	M
1	Application Modification Services (LOT 7)	1 day?	Fri 4/1/11	Fri 4/1/11			
2	Modification 1	1 day?	Fri 4/1/11	Fri 4/1/11			
3	Provide High Level Estimate for Modification	1 day?	Fri 4/1/11	Fri 4/1/11			
4	Detailed System Design (DSD) Phase	1 day	Fri 4/1/11	Fri 4/1/11			
5	Plan and Conduct DSD Sessions	1 day	Fri 4/1/11	Fri 4/1/11			
16	Database Architecture	1 day	Fri 4/1/11	Fri 4/1/11			
17	Create / Update Physical Data Model	1 day	Fri 4/1/11	Fri 4/1/11			
18	Create / Update Data Dictionary	1 day	Fri 4/1/11	Fri 4/1/11			
19	Facilitate Internal Review	1 day	Fri 4/1/11	Fri 4/1/11			
20	Incorporate Internal Review Feedback	1 day	Fri 4/1/11	Fri 4/1/11			
21	Database Architecture Review - Shared Services	1 day	Fri 4/1/11	Fri 4/1/11			
22	Review Changes to Physical Data Model with Shared Services / Technical Group DBAs	1 day	Fri 4/1/11	Fri 4/1/11			
23	Review Changes to Data Dictionary with Shared Services / Technical Group DBAs	1 day	Fri 4/1/11	Fri 4/1/11			
24	Incorporate Feedback to the Physical Data Model	1 day	Fri 4/1/11	Fri 4/1/11			
25	Incorporate Feedback to the Data Dictionary	1 day	Fri 4/1/11	Fri 4/1/11			
26	Database Architecture Review - Client	1 day	Fri 4/1/11	Fri 4/1/11			
27	Schedule PDM Review with Client	1 day	Fri 4/1/11	Fri 4/1/11			
28	Review the Data Model with Client for Approval	1 day	Fri 4/1/11	Fri 4/1/11			
29	Review the Physical Data Model and Data Dictionary with Client for Approval	1 day	Fri 4/1/11	Fri 4/1/11			
30	Incorporate Client Review Feedback - Data Model Edits	1 day	Fri 4/1/11	Fri 4/1/11			
31	Prepare Draft Functional Decomposition for All Changes	1 day	Fri 4/1/11	Fri 4/1/11			
32	Application Architecture (if applicable)	1 day	Fri 4/1/11	Fri 4/1/11			
33	Update Interface Details / Layout (if New Interface is Required)	1 day	Fri 4/1/11	Fri 4/1/11			
34	Facilitate Internal Team Review	1 day	Fri 4/1/11	Fri 4/1/11			
35	Incorporate Internal Review Feedback	1 day	Fri 4/1/11	Fri 4/1/11			
36	Facilitate SIDT Architectural Review	1 day	Fri 4/1/11	Fri 4/1/11			
37	Incorporate SIDT Review Feedback	1 day	Fri 4/1/11	Fri 4/1/11			
38	Update Application Blueprint (if applicable)	1 day	Fri 4/1/11	Fri 4/1/11			

Project: MSPProj11  
Date: Thu 8/12/10

Task Milestone External Tasks  
Split Summary External Milestone  
Progress Project Summary Deadline

Page 1

PA\_DPW-976

**Figure 6-7. Sample Detailed Modification Release Plan.**  
Deloitte collaborates with DPW to create CIO Runways based on DPW's planned initiatives



## Methodology, Approach and Experience

II

Page  
II-3

RFP Reference: II-3. Work Plan

Where possible, the Offeror should provide specific examples of methodologies or approaches that will be used to fulfill the various requirements, how these methodologies will be adapted for this contract and implemented, and examples of the Offeror's similar experience and approach on comparable projects. This discussion should include a description of Offeror's experience with Service Oriented Architecture (SOA) methodologies, Enterprise Architecture (EA) methodologies, large-scale, complex system takeovers, implementations, maintenance and operations, and turnovers, as appropriate. This discussion should also include a description of the Offeror's experience and methodologies associated with strategy and planning, application support services, and, systems architecture services, technical services when relevant to the proposed Lot(s).

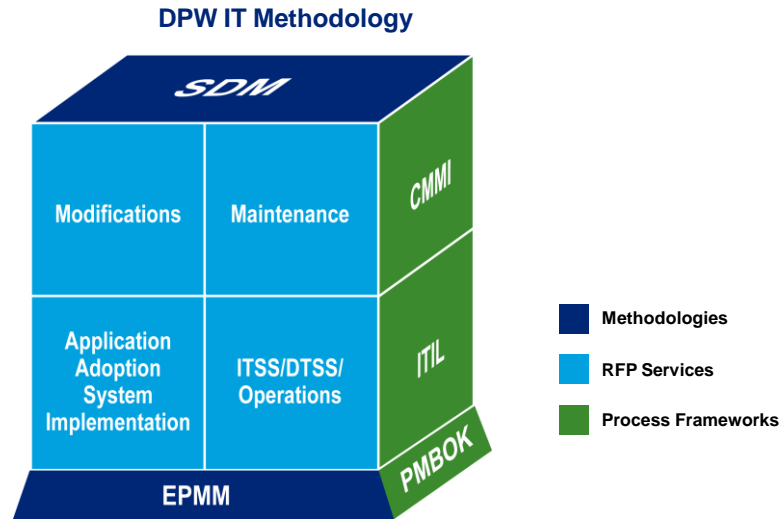
DPW has continually adapted and optimized its forward-thinking delivery of constituent services, including the way the Department manages the underlying critical applications. Our focus is to deliver project work plan services tailored to DPW in conformance with existing Department assets and standards specific to the services required by Lot 6 offeror.

### Methodology

The DPW IT Methodology is standards-based, flexible, and scalable. It serves as the foundation for managing our project activities, including the process, people, and technology dimensions of the Department's EA/SOA advancement. We employ it as a fully integrated operational framework that provides the basis for cross vendor and service coordination to improve consistency in service delivery in the new operating model. Working within the framework, we apply repeatable processes consistent across DPW applications to reduce risk and continuously improve quality. Deloitte was privileged to provide input to the DPW methodology as part of our project work for the past 10 years. We assisted in developing EPMM, SDM and brought in leading practices from PMBOK, ITIL and CMMI process frameworks

Based on an analysis of the newly evolved DPW operating model as original architects of the true model our project firms development and delivery management frameworks map to EPMM4, SDM, CMMI, and ITIL and PMBOK. Figure 6-8 depicts how we leverage and extend our methodology to provide our approach to delivering modifications, maintenance, application adoption system implementation and ITSS/DTSS operations.

Using your methodologies, our provision of services for Lot 6 will focus on the areas of SDM relating to Feasibility, Systems Requirements and General Systems Design. Within those phases we will address the tasks required in the RFP of a Lot 6 offeror including – BRD translation, systems requirements, general systems design, solution design, feasibility studies, solution assessments, program design and business governance models, solution proof of concepts, pilots, COTS analysis, new technology evaluations, and then knowledge transfer to the Lot 7 provider. In addition, we will also review the detailed design work of the Lot 7 provider and support DPW in overall business solution development and delivery process improvements.



PA\_DPW-162\_8

**Figure 6-8. DPW's IT Methodology.**

The core components of the methodology: CMMI, ITIL, SDM, PMBOK, and EPMM, form a cohesive foundation to support stable delivery of the services provided in the project task areas.

In the remainder of the Methodology section, we provide an explanation of the role each component plays in the success of the DPW IT Methodology specifically relating to the Systems Requirements and GSD phases.

## **EPMM**

The Enterprise Project Management Methodology (EPMM 4.0) is the framework the Commonwealth uses to manage overall IT project development. DPW applies EPMM4 to help new projects meet business and technical standards. It serves as the foundation of DPW's IT Methodology, applying project management discipline across the DPW enterprise based on accepted industry process framework such as PMBOK. Our philosophy for project management aligns with the Department's philosophy for project management. EPMM4 provides a consistent method for the definition of activities and resources to deliver the project services spanning the project life cycle from strategy and initiation through closeout.

Figure 6-9 highlights the EPMM - Project Management approach based on industry accepted PMBOK principles

## Project Management Approach



PA\_DPW-789\_2

**Figure 6-9. Deloitte applies Industry Frameworks to Project Management.**

Deloitte uses the principles from accepted industry frameworks and tailors it specifically to meet DPW needs.

### **PMBOK**

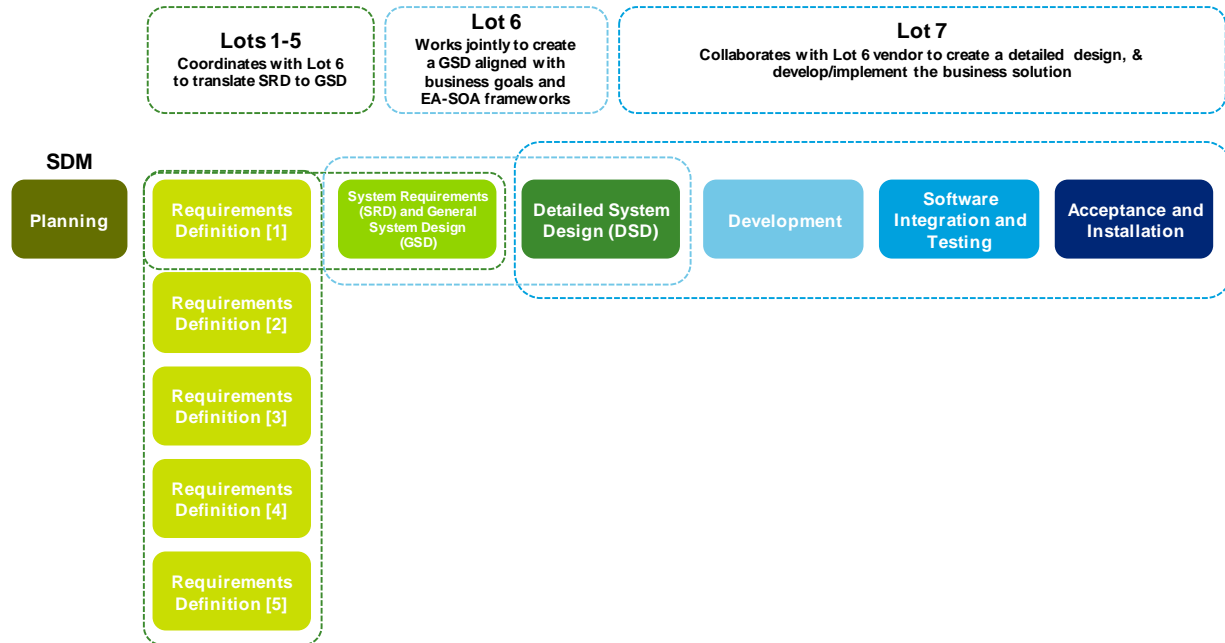
We apply project management controls aligned with PMBOK process areas to successfully guide the project delivery. For example, we manage the project schedule through our management tool PMC and track the progression of work and any changes to our submitted artifacts, or defects to solution prototypes through our tracking tool ATS. Additionally, our Risk Management Plan guides us to identification and mitigation of known risks and provides clear courses of actions when unknown risks occur. If we identify a risk that may impede progress of the planned schedule, we promptly follow our risk and communication management plans to commence mitigation and communication with appropriate stakeholders. Until the risk is resolved, we continue to monitor the project schedule to identify if the risk actualizes into an issue. The overall result of this coordinated project management for DPW is consistency in guiding implementation on time, within budget and aligned with business objectives.

### **SDM**

We apply DPW's Software Development Methodology (SDM) for application modification and maintenance activities. The SDM provides a structured approach to managing IT projects, guiding systems to meet established requirements and DPW's mission functions.

The SDM provides for a full sequential SDLC work pattern based on a modified waterfall approach. The logical sequence of SDM events emphasizes decision processes to guide a useful, cost-effective system. The SDM approach includes a logical order of events. It begins with establishing the justification for initiating a systems development or maintenance effort and concludes with system disposition. As the original architects

of SDM, using our Firms software development methodology, we are deeply familiar with the SDM from hands-on experience working within the methodology since its inception at DPW. Figure 6-10 shows how we work within the SDM to deliver Lot 6 services for maintenance and modifications.



PA\_DPW-568\_4

**Figure 6-10. DPW's Software Development Methodology.**

Our team performs cross-vendor coordination to translate review requirement documentation and translate it into General System Design Documents.

We begin with Systems requirements as we transition the high level BRDs from Lot 1 – 5 vendors. As part of the transition, we also assess the level of enterprise coordination needed for commencing the System requirements phases. When defining the systems requirements, we engage the program offices, IT units and enterprise perspectives needed to developing SRDs. While drafting the GSD, we define the structure of our solutions based on the definition of the business problem. At the core of our general system design, we draw on our knowledge of DPW's goals to maximize cross-application integration, architectural reuse, increased use of COTS where applicable and evaluation of other options such as SaaS, and transfer solutions. The Offeror for Lot 6 plays a critical role to collaborate with Offerors from Lots 1-5 and Lot 7 to validate the validity of requirements and plan for an effective transition from GSD to DSD. For example, when a Lot 3 Offeror submits a Requirement Document with a change to HCSIS that affects services used by ICIS, we identify changes to the impacted applications prior to the GSD phase to design architecture and systems requirements for reusable components, saving DPW duplicative software updates.

Our approach to SDM development is flexible and adaptable and we right-size the phases and deliverables of development efforts to change requests based on their complexity. This enables our team to accelerate delivery while still applying structure to our processes and helping DPW with a level of understanding of the processes and programs that are relevant to the in-scope systems. Using this pragmatic approach

enables swift development to deliver more functionality within allotted release times. We will work with DPW to identify projects suited for rapid prototyping, using RAD techniques as applicable. For example, in the current economic climate, DPW may receive mandates from the federal government to alter food stamp or TANF benefits or cost containment. Often, the turn-around for these types of requests is very tight. By right sizing the SDLC phases after having a broad understanding of the change, we accelerate delivery and enable accuracy of a change that follows the normal SDLC. DPW is able to deliver more with less. In addition, we will also conduct new technology evaluations, assessing COTS use instead of custom development, systems and technology feasibility studies.

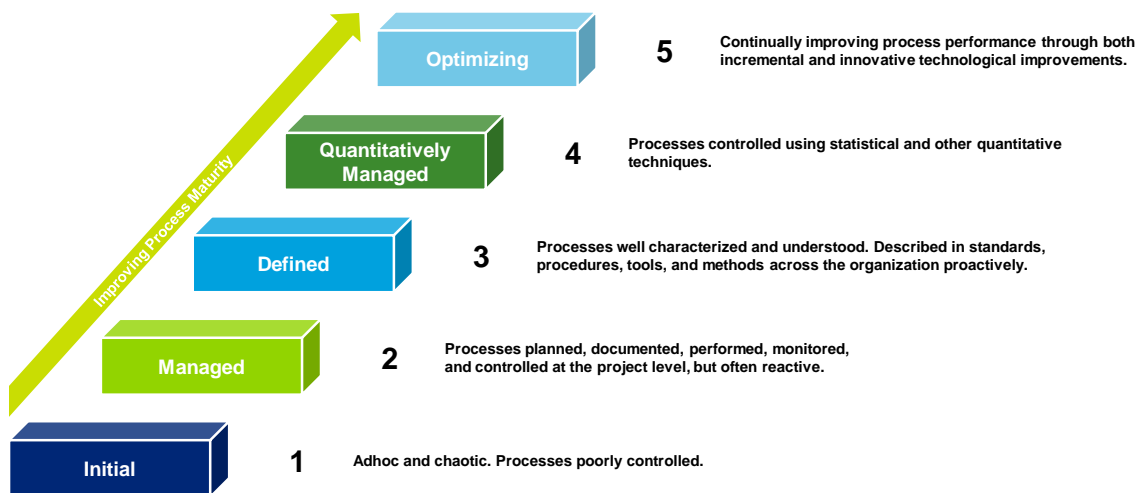
## CMMI®



The Software Engineering Institute’s (SEI) Capability Maturity Model Integration (CMMI®) is a process improvement approach that defines five levels of organizational maturity. The greater the maturity level of an organization, the higher the probability that it produce quality software, on time, for each project.

CMMI focuses on the ability to assess performance, establish baselines and growth goals, and implement process improvements activities to improve client services. We infuse CMMI throughout our delivery of the work plan for Lot 6 services to improve productivity, quality, and reduce cycle time.

Figure 6-11 highlights the CMMI Maturity Levels.



PA\_DPW-880

**Figure 6-11. Achieving Level 5 Maturity.**

Deloitte can assist DPW transform DPW projects from Level 3 maturity into a Level 5 Enterprise.



We understand the importance of measuring, setting, and achieving process improvements based on leading industry standards for business, governance, solution and architecture design. We use process metrics/assessments to establish baselines from which to determine the improvements necessary to better align business and technical strategies, reuse common resources, and refine and expand the Department's EA model.

For example, as we deliver modification services, we apply CMMI principles to bring consistency to our system requirements, general design, feasibility analysis and product prototyping as key steps in helping the Lot 7 vendor to confirm a higher level of software quality in their development phases.

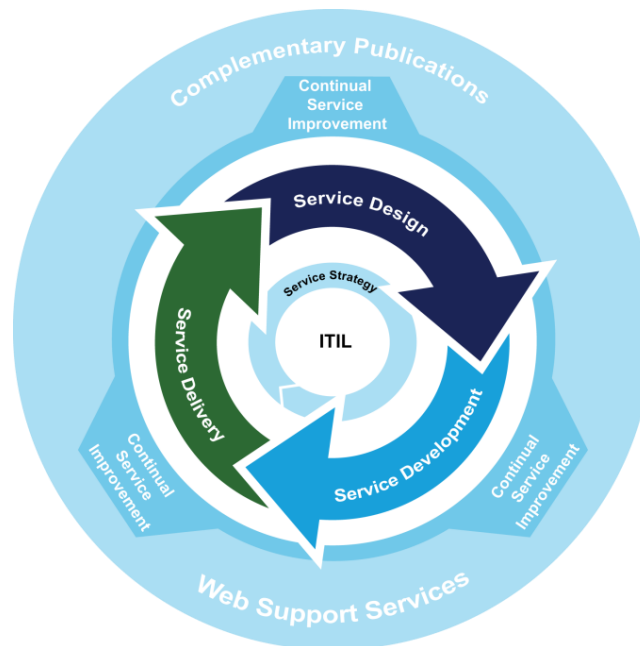
Deloitte starts from the baseline of our independently assessed System Development practice, which performs at CMMI Level 3 maturity. Our project delivery for DPW applications was a part of this CMMI assessment. We worked together to achieve the current baseline maturity of processes across the DPW enterprise, and continue, with DPW, to build on this momentum.

## ITIL



ITIL is a leading practice framework drawn from both the public and private sectors internationally. It describes how to organize IT resources to deliver business value, documenting the processes, functions and roles of service management.

Figure 6-12 illustrates the ITIL framework.



PA\_DPW-534\_2

**Figure 6-12. Discipline through ITIL.**

Deloitte employs the ITIL framework to instill rigor in DPW's IT processes.



We leverage ITIL practices and guidelines to facilitate services management and development. Our standard operating procedures, guidelines, and service delivery tools incorporate ITIL-based process flows and practices.

Deloitte assesses DPW's current IT processes using the ITIL framework. Using our team's knowledge with ITIL, we provide specialist assistance to evolve DPW processes to the next level. Our team supports the Department's annual baseline ITIL assessments and in building a roadmap for refinement/expansion targets. We recognize that ITIL is applicable to the entire SDLC activities and in this RFP the work is spread across Lot 6 and Lot 7 services. In order to achieve ITIL, it is important for DPW to coordinate the ITIL processes consistently across lots. Only Deloitte, through our current experience in providing full SDLC services will be able to bring this level of coordination and understanding of what is needed to implement these processes within DPW in scope systems and support structures.

For example, we use ITIL principles of change management to enforce a disciplined change to project scope. We work with DPW to use the currently established Change control board (CCB) that comprises of the appropriate stakeholders to review, evaluate, and approve any scope changes. Upon identification of a change that may affect project constraints, we create a change request, submit it for review by the Architecture Review Board, identify potential impacts to the project, and submit it to the CCB for review and approval. Only after the approval by the CCB, we initiate and implement the changes. The nature of the changes will require additional hand off and coordination with the Lot 6 offeror. If the change results in a system related software change, then Deloitte will include the hand-off and validation steps in the process to allow for this end to end coordination.

## Approach

We recognize the five key drivers for change within DPW as expansion of the Enterprise Architecture, Service Orientation, MITA, and legislative reform. We translate these change agents into actionable enhancements and software updates prioritized over the period of this contract to incrementally advance the DPW Enterprise Architecture. We affect these changes by applying structured planning and staff that know your business and processes with a proven record of successful delivery. Each of these major program drivers requires a proficient understanding of the IT and HHS national trends, and also how it specifically impacts DPW. These program changes necessitate DPW to engage the Lot 6 offeror to develop solution architecture designs, assessments, business solutions and evaluate new technologies and/or COTS products. Deloitte with its experience with DPW and in the national HHS space is uniquely positioned to bring that to bear to help DPW in developing a solution design that the Lot 7 vendor can rely on for development.

For the services required in the RFP for Lot 6, Deloitte continues to deliver business and operational continuity from day one of the contract by needing a shortened contract transition period. We allocate project team members to coordinate with DPW and other



Lot Offerors to reach a common understanding of new operating models and processes. We understand the complexity and relationship across each of the DPW applications, its inherent business models, architectural standards, technology platforms and leverage this knowledge to proactively identify critical commonalities and dependencies. Combining dependant software changes into a single enhancement enables optimal use of DPWs resources and also helps DPW continue to migrate towards a enterprise model.

Each subsequent section in Tab 6 details the description of key activities that we perform as part of our approach to meeting to the specific task group requirements.

## **Experience**

We have served local, state, and federal government agencies for more than 40 years. In addition, we are currently supporting a number of states of similar size, scope, and complexity including Michigan, Wisconsin, and Texas. Although our proposed methodology follows DPW's IT methodology, its basis lies in the principles of Project management within PMBOK and our Software Development Methodology. We have extended these basic principles and tailored them to meet the specific needs of each of our clients. We have employed similar methodologies within our health and human services practice across 36 states that include 18 successful statewide eligibility system rollouts. Each section within Tab 6 details our national experience and relevance to DPW.

## Managing Lot Activities

II

Page  
II-3

RFP Reference: II-3. Work Plan

Provide a description of the Offeror's plan and approach for managing the Lots Required Activities and Tasks.

In subsequent sections, each task group within Tab 6 describes our approach to managing the Offeror responsibilities and required items for the Offeror. Within Managing Lot Activities, we describe the following:

- Issues, Risks and Proposed Solutions
- Processes, Tools and Reports
- Management, Controls, Communication and Evaluation

Additionally, we respond to Part IV General and Lot Requirements as specified in the RFP for each Task Group in *Sections 6.1-6.10*.

## Software List

II

Page  
II-3

RFP Reference: II-3. Work Plan

Offerors must also provide a complete list of any software products that they are proposing to use to support the requirements of the RFP and identify if the product is commercially available. If an alternative to one of the commercially available products currently in use is proposed, the Offeror must provide the rationale for the change and a description of the implications. If the Offeror is proposing to use additional commercially available products or proprietary products of the Offeror or another third party that are not commercially available, the Offeror must explain how the product will be used and the rationale for proposing this product.

DPW has an established suite of software tools in place to support project management and execution. We propose to use the same suite of software tools currently used at DPW to support the requirements of the RFP. We have jointly tailored these tools to better support DPW's business, and improve transparency and delivery quality. These software tools result in improved quality and timeliness of the products delivered to DPW. Deloitte is adept at leveraging these tools to deliver maximum value to DPW and is proposing to leverage the existing tools to support the RFP requirements.

The following software list is required for provision of services for full SDLC phases. We recognize that DPW may choose to standardize on many of these tools across the enterprise so that the hand off's across lots can be coordinated. We also realize that the IT tasks performed by us especially in areas relating to software prototyping, proof of concepts and pilots that will require close coordination with the Lot 7 vendor.

For the purpose of responding to Lot 6 specific needs, we are proposing use of many of your current tool sets. Where we have proposed new tools, we will work with DPW and the selected lot 7 vendor to finalize the preferred toolsets. In the list of tools provided below, Deloitte proposes the use of these tools in order to complete Lot 6 tasks, some



of these tools are required for Lot 6 services, and many of them are used by the Lot 6 offeror but provided by the Lot 7 vendor.

Shown below is our master software list organized by Task group. We detail these in this section only to terminate duplication in *Sections 6.1-6.10*. We approached the following list of software by taking a RFP 16-09 perspective for the listed tools. While we understand each of these tools will not be used by the Lot 6 offeror it is our position that an effective Lot 6 offeror must have a good working knowledge of these products to support the goals and objectives of DPW's RFP.

<b>Software Product List – 6.1 Orientation/Knowledge Acquisition</b>	
<b>Software Product</b>	<b>How Deloitte Uses This Software to Meet DPW Requirements</b>
EMC Volume Logix	This tool provides centralized storage management, monitoring, and security capabilities for data and information that is amassed as part of the Lot 6 application activities.
ESN Manager	This tool provides centralized storage management, monitoring, and security capabilities for data and information that is amassed as part of the Lot 6 application activities.
Microsoft Visio 2003	This tool will be use for diagramming/modeling as well for the production of organization charts aligned with Lot 6 activities. (Diagramming, Organization Charts)
Docushare	Deloitte employs this tool for document/content management, allowing for the creation, sharing, and overall organization of documents related to Lot 6 application activities. (Document Management)
Microsoft Access 2003	We use this tool for the creation and maintenance of desktop databases that we create in relation to Lot 6 application activities (Desktop Database)
SPSS	This tool will be used for the measurement and analysis of statistics related to Lot 6 activities. (Statistical Analysis)
Statistical Analysis Software (SAS)	This tool will be used for the measurement and analysis of statistics related to Lot 6 application activities. (Statistical Analysis)
SQL Server Reporting Services (SSRS)	This tool will be used for the creation, deployment, management, and distribution of various reports that are produced in conjunction with Lot 6 required application activities. (Report Writers)
Cognos Impromptu	This tool will be used for the creation, deployment, management, and distribution of various reports that are produced in conjunction with Lot 6 required application activities. (Report Writers)
Adobe Central Pro	This tool will be used for the creation, deployment, management, and distribution of various reports that are produced in conjunction with Lot 6 required application activities. (Report Writers)



**Software Product List – 6.1 Orientation/Knowledge Acquisition**

Cognos PowerPlay	This tool will be used to query and analyze data that may be needed for Lot 6 activities. (Queries)
SQL Plus and PL/SQL Developer	This tool will be used to query and analyze data that may be needed for Lot 6 activities. (Queries)
Golden (Toad)	This tool will be used to query and analyze data that may be needed for Lot 6 activities. (Queries)
SQL Server Management Studio	This tool will be used to query and analyze data that may be needed for Lot 6 activities. (Queries)
PL Edit	This tool will be used to query and analyze data that may be needed for Lot 6 activities. (Queries)
Adobe Robo-Help	This tool will be used to assist in the creation, authoring, and maintenance of help files/documents that are utilized for purposes of aiding in the learning and understanding of the produce of activities performed. (Help Authoring)
Microsoft Project 2003	This tool will be used to facilitate project management and planning activities related to Lot 6 application activities. (Project Management)
DPW ATS	This tool will be used for the defect management process related to Lot 6 application activities (Licensed with full access/ownership for State use)
DPW Learning Management System	This tool will be used for user development and learning/training for the various applications associated with Lot 6 application activities. This is licensed with full access/ownership for State use. (User Development Tool)
ArcView (ESRI)	This tool will be used for visualizing, creating, mapping, and managing data related to activities performed with Lot 6 maintenance. (GIS Mapping)
Corticon Rules Engine	This tool will be used for the prototyping and programming/development activities related to Lot 6 maintenance responsibilities. (Prototyping/JAD/Web Development)
Allfusion Erwin Data Modeler	This tool will be used for the creation and management of data models as it applies to Lot 6 application activities. (Database Modeling)
PowerMart	This tool will be used for the creation and management of data models as it applies to Lot 6 application activities. (Database Modeling)
ModelMart	This tool will be used for the creation and management of data models as it applies to Lot 6 application activities. (Database Modeling)
Sparx Enterprise Architect	This tool will be used for the creation and management of data models as it applies to Lot 6 application activities. (Database Modeling)



Software Product List – 6.1 Orientation/Knowledge Acquisition	
HP Performance Center	This tool will be used for testing and debugging of development output for Lot 6 application activities to deliver a high quality product. (Testing and Debugging)
WinRunner/Quick Test Pro	This tool will be used for testing and debugging of development output for Lot 6 application activities to deliver a high quality product. (Testing and Debugging)
.Net Memory Profiler	This tool will be used for testing and debugging of development output for Lot 6 application activities to deliver a high quality product. (Testing and Debugging)
Leak Tracker	This tool will be used for testing and debugging of development output for Lot 6 application activities to deliver a high quality product. (Testing and Debugging)
IBM Rational Functional Tester	This tool will be used for testing and debugging of development output for Lot 6 application activities to deliver a high quality product. (Testing and Debugging)
Concord – IP Performance Monitoring	This tool will be used to provide performance/capacity management, monitoring, and diagnostics in order to deliver optimal system operation and minimal interruption in availability. (Performance/Capacity Management)
Sightline	This tool will be used to provide performance/capacity management, monitoring, and diagnostics in order to deliver optimal system operation and minimal interruption in availability. (Performance/Capacity Management)
Enterprise Manager for Oracle – Grid Control	This tool will be used to provide performance/capacity management, monitoring, and diagnostics in order to deliver optimal system operation and minimal interruption in availability. (Performance/Capacity Management)

Figure 6-13. Software Product List – 6.1 Orientation/Knowledge Acquisition.

Software Product List – 6.2 Project Management	
Software Product	How Deloitte Uses This Software to Meet DPW Requirements
Project Management Center (PMC) 7.5	Project Management tool to track issues
PMO Tracker V4.0	Provides users with step by step instructions for completing a tasks/processes within the system (located within the system)
CIO Dashboard V6.5.1	Provides executive view of critical project status and measurements
Project Runway V5.0	Tracks project priorities
MS Office Suite	Provides project management software for efficiency

Figure 6-14. Software Product List – 6.2 Project Management.





**Software Product List – 6.3 System Support Services General**

**6.4 Application Maintenance**

**6.5 Application Modifications/Enhancements**

**6.8 Defect Management**

Software Product	How Deloitte Uses This Software to Meet DPW Requirements
DPW ATS	This tool will be used for the defect management process related to Lot 6 application activities (Licensed with full access/ownership for State use)
DPW Learning Management System	This tool will be used for user development and learning/training for the various applications associated with Lot 6 application activities. This is licensed with full access/ownership for State use. (User Development Tool)
EMC Volume Logix	This tool will be used to provide centralized storage management, monitoring, and security capabilities for data and information that is amassed as part of the Lot 6 application activities.
ESN Manager	This tool will be used to provide centralized storage management, monitoring, and security capabilities for data and information that is amassed as part of the Lot 6 application activities.
Docushare	This tool will be used for document/content management, allowing for the creation, sharing, and overall organization of documents related to Lot 6 application activities. (Document Management)
Microsoft Access 2003	This tool will be used for the creation and maintenance of desktop databases that may be used in relation to activities required for Lot 6. (Desktop Database)
Microsoft Visio 2003	This tool will be use for diagramming/modeling as well for the production of organization charts aligned with Lot 6 activities. (Diagramming, Organization Charts)
Microsoft Project 2003	This tool will be used to facilitate project management and planning activities related to Lot 6 application activities. (Project Management)

**Figure 6-15. Software Product List – 6.3 System Support Services General, 6.4 Application Maintenance, 6.5 Application Modifications/Enhancements, 6.8 Defect Management.**



Software Product List – 6.7 Application Adoption and System Implementation	
Software Product	How Deloitte Uses This Software to Meet DPW Requirements
Adobe Captivate	Provides users with hands on system navigation, with screen flows, instructions and notes for completing tasks/processes within the system  Provides users with immediate access to the most current implementation and training materials
Adobe RoboHelp	Provides users with step by step instructions for completing a tasks/processes within the system (located within the system)
ToolBook (transitioning to Captivate)	Provides static screen shots and instructions (transitioning to Captivate)
Microsoft LiveMeeting	Provides an interactive environment for conducting meetings and demonstrations
SharePoint	Provides a central storage location and immediate access to the most current implementation and training materials
Microsoft Office Products (Word/Excel/PowerPoint)	Provides supplemental implementation and training materials such as Overview presentations, Tip Sheets, FAQ documents, User Guides

Figure 6-16. Software Product List – 6.7 Application Adoption and System Implementation.

Software Product List – 6.6 Applications/Systems Operations Support 6.9 ITSS and DTSS	
Software Product	How Deloitte Uses This Software to Meet DPW Requirements
Cognos Transformer 7.4	This tool will be used to create and define structures related to data warehouse activities. These structures may be used for analysis and summarization of data related to Lot 6 application activities. (Data Warehouse)
Docushare	This tool will be used for document/content management, allowing for the creation, sharing, and overall organization of documents related to Lot 6 application activities. (Document Management)
Adobe Central Pro	This tool will be used for the creation, deployment, management, and distribution of various reports that are produced in conjunction with Lot 6 required application activities. (Report Writers)
Golden (Toad)	This tool will be used to query and analyze data that may be needed for Lot 6 activities. (Queries)
Adobe Robo-Help	This tool will be used to assist in the creation, authoring, and maintenance of help files/documents that are utilized for purposes of aiding in the learning and understanding of the produce of activities performed within the Lot 6 maintenance designation. (Help Authoring)
DPW ATS	This tool will be used for the defect management process related to Lot 6 activities (Licensed with full access/ownership for State use)

## Software Product List – 6.6 Applications/Systems Operations Support 6.9 ITSS and DTSS

SOAP UI Pro	This tool will be used for testing and debugging of development output for Lot 6 application activities to deliver a high quality product. (Testing and Debugging)
.Net Memory Profiler (Memory Optimization)	This tool will be used for testing and debugging of development output for Lot 6 application activities to deliver a high quality product. (Testing and Debugging)
Leak Tracker	This tool will be used for testing and debugging of development output for Lot 6 application activities to deliver a high quality product. (Testing and Debugging)
Ants Profiler	This tool will be used for testing and debugging of development output for Lot 6 application activities to deliver a high quality product. (Testing and Debugging)
Debugging Tools for Windows	This tool will be used for testing and debugging of development output for Lot 6 application activities to deliver a high quality product. (Testing and Debugging)
.NET Reflector	This tool will be used for testing and debugging of development output for Lot 6 application activities to deliver a high quality product. (Testing and Debugging)
OPCON/XPS	This tool will be used as a centralized control point for job scheduling as well as provide overall output management across various servers, queues, and jobs that are employed for Lot 6 application activities. (Job Scheduling/Output Management)
SQL Plus and PL/SQL Developer	This tool will be used to query and analyze data that may be needed for Lot 6 activities. (Queries)
FXCop	Compiled code analyzer for performance, security, standards etc
NUnit	Unit testing tool for .NET Framework
NDepend	Code Statistical analysis tool for .NET Framework
SLIM	Software Life cycle Management Estimation Tool for developing realistic, data-driven cost and schedule estimates.
.Net framework 3.5	.NET Framework
Visual Studio 2008	.NET Framework
Visual Basic .NET	Development language
ITASCA framework V 4.1	Development Framework Validation rules
Microsoft Enterprise Library 4.1	Data Access, Exception Management , Configuration Management, Instrumentation Logging
Version Data Access Block	Data Access, Exception Management , Configuration Management, Instrumentation Logging
Custom extension for ODP.NET	Data Access, Exception Management , Configuration Management, Instrumentation Logging
ASP.NET Session Management	Session Management
Microsoft Enterprise Library 4.1	Caching

**Software Product List – 6.6 Applications/Systems Operations Support  
6.9 ITSS and DTSS**

Unity - Microsoft Enterprise Library	Dependency injection
ITASCA Reference Table	Enterprise framework for Reference Table Management
.NET Resource files	Error Manager
WMI	Remote process execution
Microsoft validation application block	Validation rules
Microsoft's "Smart Client Software	Smart Client
Factory (SCSF)– May 2007 version"	Smart Client
CAB framework	Smart Client
JQuery Library	Provides interactions, widgets, effects, and theming for creating Rich Internet Applications
ASP.NET AJAX	Ajax
AJAX control tool kit	Ajax
Team Foundation Server 2008	Version Control
Windows XP	Baseline Image
Sparx Systems Enterprise Architect	Designer
Adobe Forms	Designer
XML Spy	Web Services Development
HTTP Analyzer	Web Services Development
Adobe FlexBuilder Profiler	Adobe Memory Analysis
Infragistics	.NET Debugging
Adobe Document Server	Correspondence Management
Enterprise Correspondence Service	Correspondence Management
DPW .Net Batch Framework	Batch Architecture
Corticon Rules Engine	Complex Rules-Based Decisions
MCI.NET	Re-usable business services
MPI	Re-usable business services
UREP	Re-usable business services
FlexBuilder 4/ActionScript 3	Development/IDE
Cairngorm Framework	MVC Framework
SWF Scan	Security testing



**Software Product List – 6.6 Applications/Systems Operations Support  
6.9 ITSS and DTSS**

FlexUnit	Unit testing
Windows Communication Foundation WCF	Programming interface
COM + 7.1	Legacy Code Support
WSDL 2.0	WebMethods
SSL 128-bit encrypted	WebMethods
SOA Security Manager protected	WebMethods
MSMQ Adapter	.Net Messaging
Open TI JCA	Mainframe Integration
MoveIT Secure FTP	File Transfer
MSMQ	.Net Messaging
Oracle AQ	Database Messaging
Netegrity SiteMinder	Authentication/Authorization
Active Directory	Authentication/Authorization
Oracle FGAC/Virtual Private DB	Fine grained authorization
SOA Security Manager	WEB services security
Dev Inspect	Vulnerability Testing Tools
Web Inspect	Vulnerability Testing Tools
ODP.NET ver 11.1	ODP .NET provider
SQL Server Reporting Services 2005	Reporting
Informatica 8.1.1	Data integration
Oracle Real Application Clusters	High availability
SQL Server 2005 Database	High availability
Oracle Apex	Rapid Application Development
FSWS	File/Image Storage
iRep	File/Image Storage
Oracle AquaLXogic	Portal
FileClerk	Document intake
Conveyor	Document intake
WebTWIN Browser Plugin	Document intake
Oracle 10g	Database OS
Oracle 11g	Database OS
Golden	Data access tools

**Software Product List – 6.6 Applications/Systems Operations Support  
6.9 ITSS and DTSS**

SQL Plus	Data access tools
SQL Developer	Data access tools
PL Edit	Stored procedure development
Informatica 8.1.1	Stored procedure development
Oracle Developer Tools for .NET	Stored procedure development
SQL Server Management Studio 2005	Stored procedure development
IQ-U PLUS-1	Reorgs
SQL Server Reporting Services	Generates online and offline reports
Erwin Data Modeler	Data Modeling (logical/physical database design)
Cognos 8.3	Analytics and Business Intelligence
Informatica Power Center 8.6.1	Unified enterprise data integration platform for accessing, discovering, and integrating data
Enterprise Architect	Architecture design and modeling
Microsoft Office Suite and Project	Office efficiency
Team Foundation Studio	Collaboration platform at the core of Microsoft's application life cycle management (ALM) solution. Team Foundation Server 2010 automates the software delivery process and gives you the tools you need to effectively manage software development projects throughout the IT life cycle.
CruiseControl.NET	Automated builds
TFS Build	Automated builds
Ant	Automated builds (java)
NAnt	Automated builds (.net)
MBUnit	.NET unit testing
Ncover	.NET unit testing
Sandcastle	.NET source code documentation
AccVerify	Accessibility Testing
HP LoadRunner 8.1	Load Testing
Mercury Quality Center	Load Testing
Quick Test Pro	Regression Testing
Sightline	Application Monitoring
Oracle Enterprise Manager – Grid Control	Database Monitoring
Sightline	Database Monitoring
SQL Server Enterprise Manager	Database Monitoring



**Software Product List – 6.6 Applications/Systems Operations Support  
6.9 ITSS and DTSS**

Idera Diagnostics Manager for SQL Server	Database Monitoring
Optim – Data life cycle management tool to support archiving/purging	Data Management
SQL Server Integration Services	Regression Testing
Functional Tester	Validate software functionality
HP Functional Tester	Validate software functionality

**Figure 6-17. Software Product List – 6.6 Applications/Systems Operations Support, 6.9 ITSS and DTSS.**

**Software Product List – 6.10 Turnover Services**

<b>Software Product</b>	<b>How Deloitte Uses This Software to Meet DPW Requirements</b>
Microsoft Project 2003	This tool will be used to facilitate project management and planning activities related to Lot 6 application activities. (Project Management)
Project Management Center (PMC) 7.5	Project Management tool to track issues
MS Office Suite	Provides project management software for efficiency
DPW ATS	This tool will be used for the defect management process related to Lot 6 application activities (Licensed with full access/ownership for State use)

**Figure 6-18. Software Product List – 6.10 Turnover Services.**





## Staffing Chart

<b>II</b>	<b>Page II-3</b>	<b>RFP Reference: II-3. Work Plan</b>
-----------	------------------	---------------------------------------

Offerors must also include a staffing chart that shows the proposed staffing for each week of the Orientation/Knowledge Acquisition for the period of April 1, 2011 to September 30, 2011 by labor category and job function. Show the total number of staff proposed and indicate the equivalent FTEs to account for any staff that are not assigned on a full-time basis. Distinguish on-site versus off-site staff and provide the justification for any staff that are off-site.

These requirements are addressed in *Section 6.1, Orientation/Knowledge Acquisition*, of our response.

<b>II</b>	<b>Page II-3</b>	<b>RFP Reference: II-3. Work Plan</b>
-----------	------------------	---------------------------------------

Provide staffing charts for the ongoing operational Activities and Tasks that show the proposed staff by labor category and job function.

These requirements are addressed in *Sections 6.2-6.9*, of our response.

<b>II</b>	<b>Page II-3</b>	<b>RFP Reference: II-3. Work Plan</b>
-----------	------------------	---------------------------------------

Provide a staffing chart for the Offeror's proposed staffing for the Turnover task. Show the total number of staff proposed and indicate the equivalent FTEs to account for any staff that are not assigned on a full-time basis. Distinguish on-site versus off-site staff and provide the justification for any staff that is off-site.

Provide similar information for any subcontractors that are proposed.

These requirements are addressed in *Section 6.10, Turnover Services*, of our response.

<b>II</b>	<b>Page II-3</b>	<b>RFP Reference: II-3. Work Plan</b>
-----------	------------------	---------------------------------------

Provide a role/description table for the Offeror's proposed staffing roles for all Activities and Tasks to support the requirements of the RFP. A description of the duties and functions to be performed by the staffing role must be indicated.

These requirements are addressed in *Tab 8, Personnel*, of our response.



## Reporting Structure and Communication

II

Page  
II-4

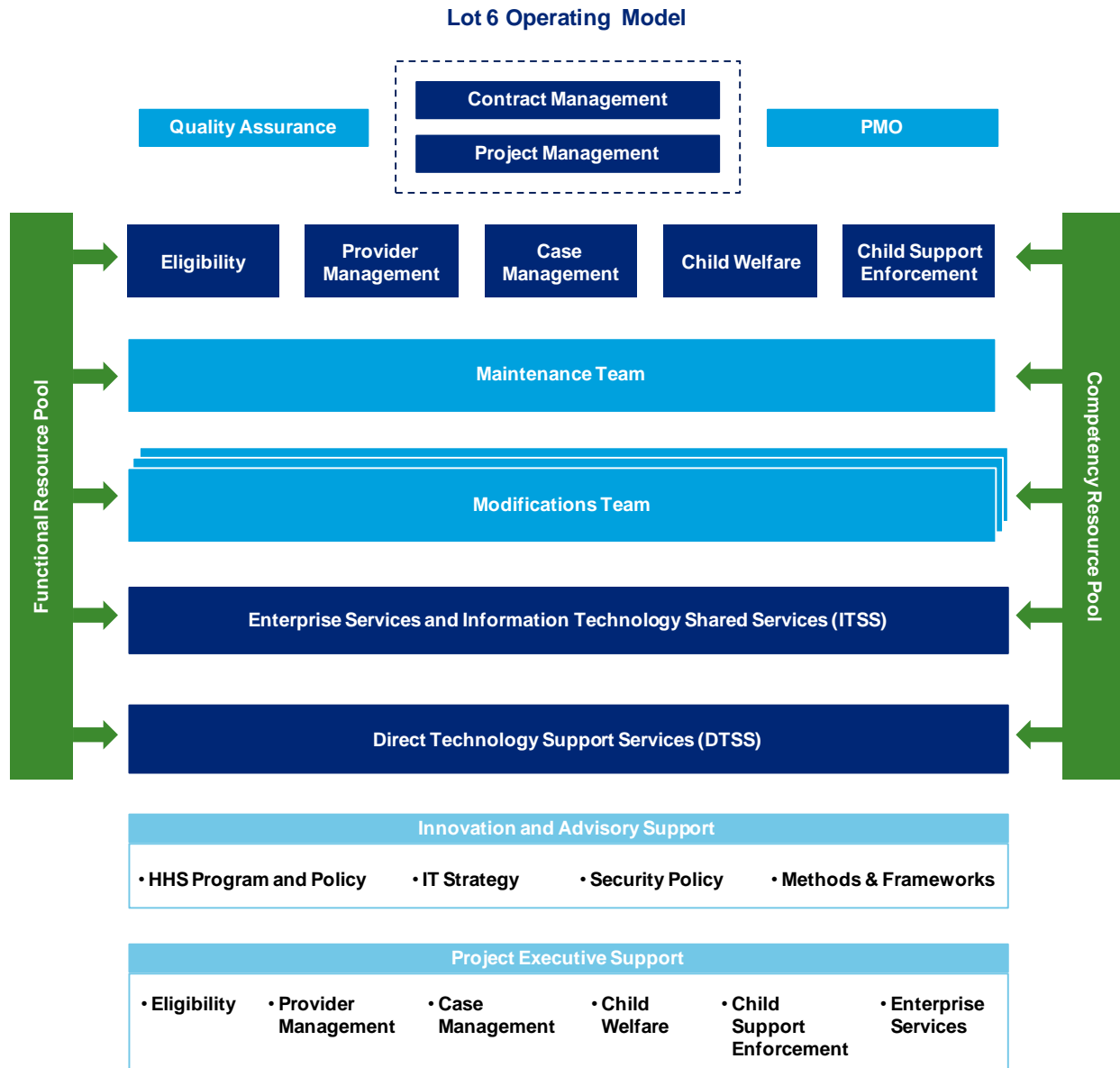
RFP Reference: II-3. Work Plan

Describe the Offeror's proposed reporting structure to support effective internal Contractor communication (including any subcontractors) during the course of this contract as well as effective communication between the Offeror, other Offerors awarded contracts for the respective Lot(s) resulting from this RFP, and Commonwealth staff.

Our proposed operating model provides a reporting structure which facilitates effective communication with internal contractor communication and other vendors. The following organization chart shows our proposed operating model for Lot 6. At start of project, we will work closely with DPW and Lot 7 vendor to align our teams, organizations to allow for the interactions and numerous handoff's required with Lot 7 vendor, and other lot vendors.

### Benefits of Coordinated Communications

- Centralized communications enables the project team to deliver consistent messages to various stakeholders.
- Communication methods and frequencies are tailored to respective stakeholder needs.
- Coordinated communication facilitates stakeholder buy-in and adoption of the final solution.
- Fully integrated communication enables ongoing education of team members regarding scope, direction, and progress of the initiative.



**Figure 6-19. Lot 6 Operating Model.**

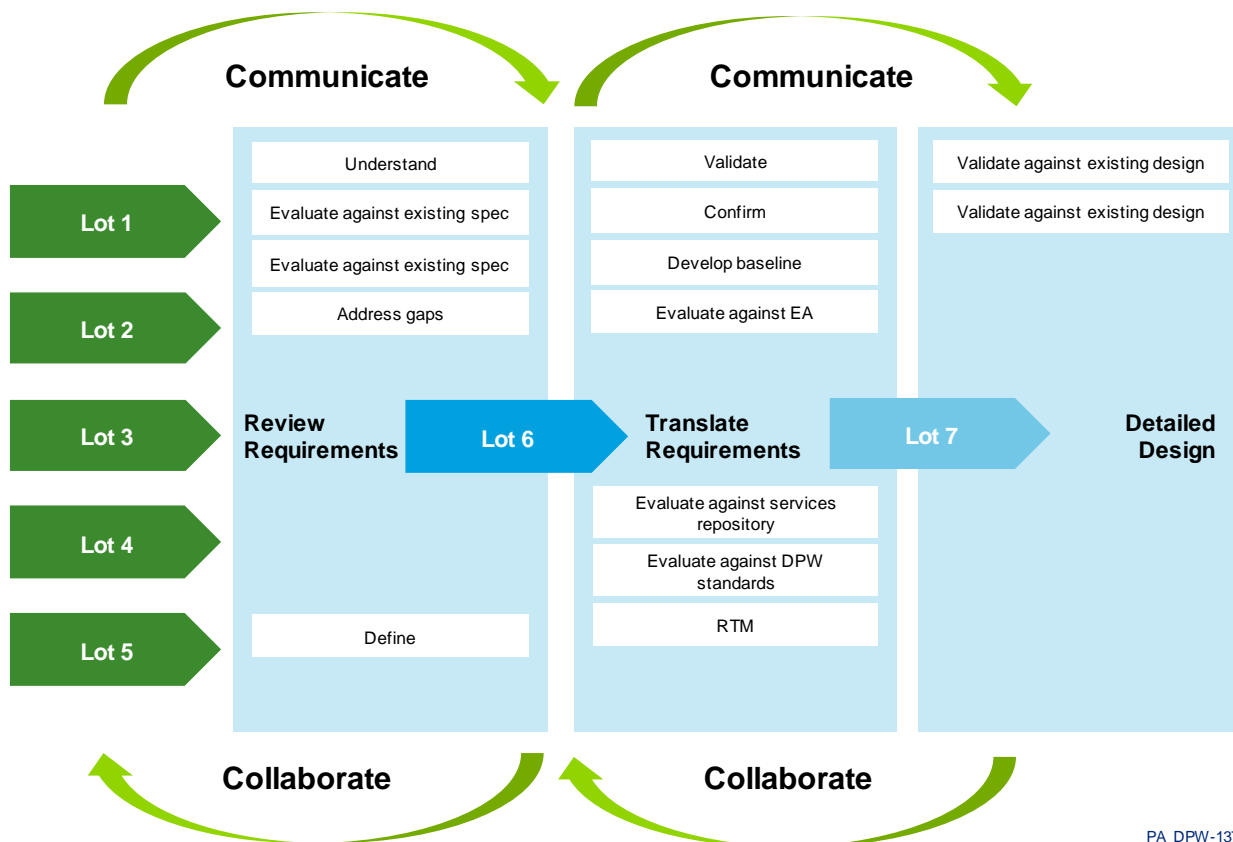
PA\_DPW-1368\_2

Deloitte’s proposed operating model facilitates effective communication internally as well as with other vendors.

Deloitte’s communication processes are well established and focus on defining the communication objectives, assessing stakeholders and communication contexts, identifying appropriate communication vehicles, and effectively using analytical tools to evaluate and improve the communications effort. For Lot 6, communication is critical as the work starts with a handoff from Lot 1-5, and is very tightly coordinated in lock step with the work performed by Lot 7. Our communication process to address this level of coordination includes the following steps:

- Identify, categorize, and prioritize key stakeholders
- Assess existing communication procedures and formats; identify any areas of improvement to avoid overlap or miscommunication
- Develop communication principles and core objectives that align with the Department’s responsibilities to effectively manage project tasks and activities
- Document communication roles and responsibilities
- Develop and implement both formal and informal communications processes (includes appropriate tools, formats, and frequency per stakeholder group) for systems support
- Gather, assess, and respond to stakeholder feedback on communication management activities, improving the overall means of communication between the vendors, Commonwealth staff, and the proposed team

The following chart depicts our overall communication between Deloitte (Lot 6), and other Lots and Commonwealth Staff.



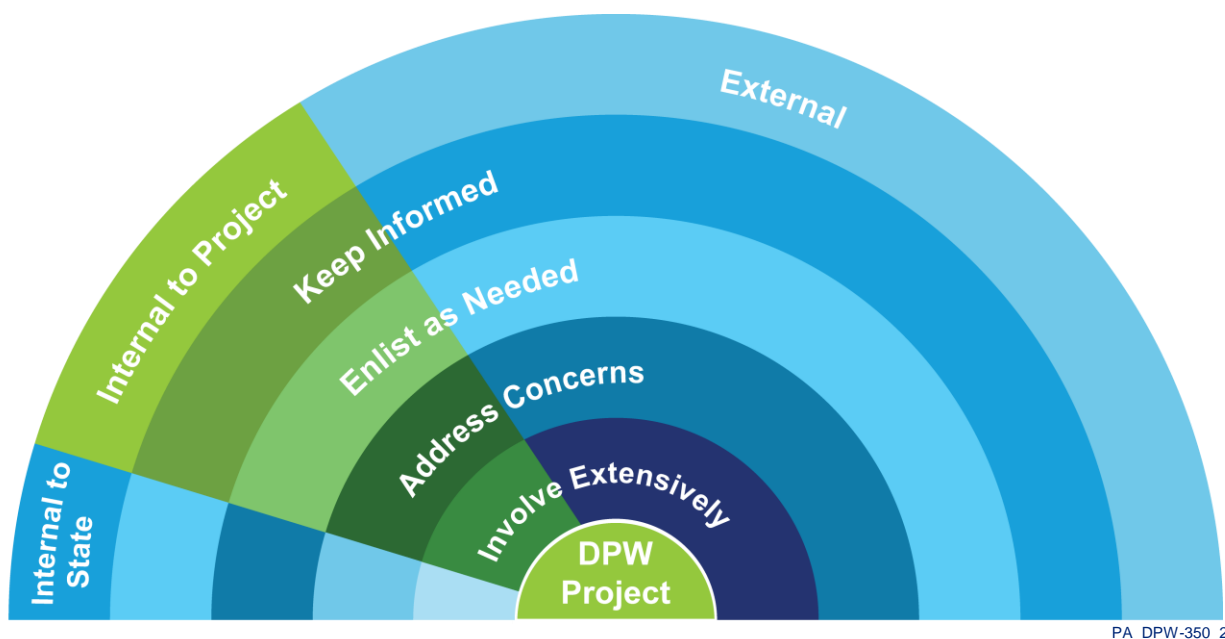
PA\_DPW-1378

**Figure 6-20. Deloitte’s Communication and Collaboration as the Lot 6 Offeror.**

The complexities of communicating and collaborating between the various lot vendors require a vendor who knows your business and technology.

Throughout the project life cycle specific to the scope of Lot 6 offeror, we focus on providing stakeholders with the right information at the right time, while avoiding miscommunication and duplicated dissemination of information. In the figure below, project stakeholders are broken into internal and external categories, with varying levels

of involvement in the engagement, ranging from “keep informed” to “involve extensively.” To effectively manage the project SDM phases, we identify the stakeholders across the larger team to determine where they fall in the communication spectrum. Stakeholders such as end users and external groups are less involved in day-to-day project activities, but need to be considered in the communication process when an initiative nears deployment and communication must ramp up to these groups. The graphic serves as a visual guide for the project team to target relevant stakeholders with correct messages at appropriately timed intervals.



**Figure 6-21. Internal and External Communications Processes.**

Deloitte’s Communications Plan identifies the DPW stakeholders in the internal and external categories and continuously engages them throughout the project.

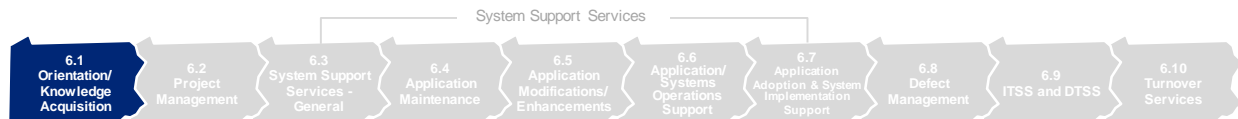
Based on the level of involvement of each stakeholder within DPW, we tailor communications to meet the specific needs of each identified stakeholder:

- **Involve Extensively.** The key project management stakeholders include Commonwealth staff, others vendors and Deloitte staff involved in the day-to-day operations. Communications include regular meetings, conference calls, e-mail, and sharing information through a collaboration site such as SharePoint.
- **Address Concerns.** Communication aims to involve these stakeholders, anchor their support, and emphasize frequent contact. Across the life of the project, different stakeholder groups will fall in and out of this category.
- **Enlist as Needed.** Minimal communication activities are required and broadcast communications are usually sufficient, as the main aim is to keep them informed to avoid issues. With these stakeholders, we develop communications to monitor and respond to questions and concerns of this stakeholder group.
- **Keep Informed.** Communication should be strongly proactive and pre-emptive.



Effective and frequent communication may be the single most important factor to enable the Lot structure envisioned by this procurement to be successful. The Lot structure will require DPW as the systems integrator to change governance structures, meetings, and tools to keep projects on schedule and avoid costly delays and misunderstandings between vendors. If not done well the cost to the Commonwealth could be significant. In subsequent sections of Tab 6, we describe in detail the specific communication vehicles we use to communicate with stakeholders.

# 6.1 Orientation/Knowledge Acquisition



PA\_DPW-200a

<b>II</b>	Page II-2	RFP Reference: II-3. Work Plan
-----------	--------------	--------------------------------

Describe in narrative form your technical plan for accomplishing the work. Use the task descriptions in **Part IV** of this RFP as your reference point.

<b>IV</b>	Page IV-299	RFP Reference: Systems Architecture Lot #6 and Technical Support Services Lot #7
-----------	----------------	--

**Orientation/Knowledge Acquisition** – The selected Offeror will be responsible for knowledge acquisition, comprehensive domain understanding, transition activities to assume complete ownership of all in-scope systems and independently provide life cycle management, and maintenance support activities currently being handled by the incumbent contractor.

*Additional RFP Reference: Systems Architecture Lot #6 and Technical Support Services Lot #7, Page IV-308*

## Introduction

While the new DPW IT Services contract will require some transition, we offer what no other vendor can offer: full continuity and no business impact as a result of transition. By retaining Deloitte, DPW will continue to benefit from our experienced personnel with almost *1,000 combined years of experience* across the broad array of DPW applications. With this team, key working relationships remain intact, a time-consuming and risky transition process is avoided, and Pennsylvania’s critical initiatives such as large program transformations, enterprise architectures and SOA continue as scheduled into the next administration.

Simply put, continuing with Deloitte provides contract transition and service delivery reliability to people in need.

Our commitment to service permeates everything that we deliver. Transitioning large, complex maintenance and

### Unique and Distinguishing Factors



The Value of Retaining Deloitte:

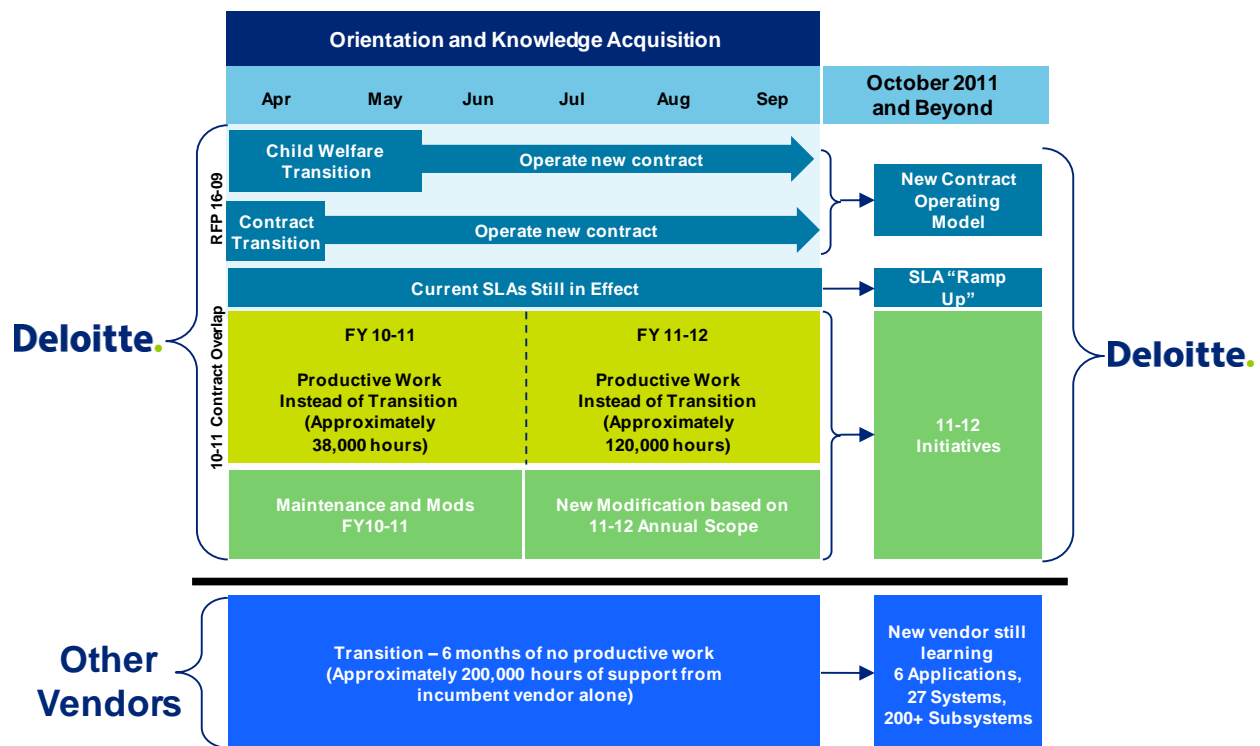
- Limits transition scope significantly
- Retains our business, system, and program knowledge
- Avoids system and organizational risks
- Allows DPW to remain focused on current initiatives instead of transition activities
- Avoids new facility and connectivity setup





application support efforts from an incumbent vendor to a new vendor can be very complicated and risky. When it comes to the enterprise applications being supported for Commonwealth Department of Public Welfare (DPW), consistent operation becomes a critical service – Commonwealth citizens rely upon those systems to be reliable, stable, and available for their needs. Even the most broad transition of responsibilities does not capture the knowledge and experience lost through the departure of current system support staff, especially when many of those team members bring years of experience and history with DPW and its critical enterprise applications.

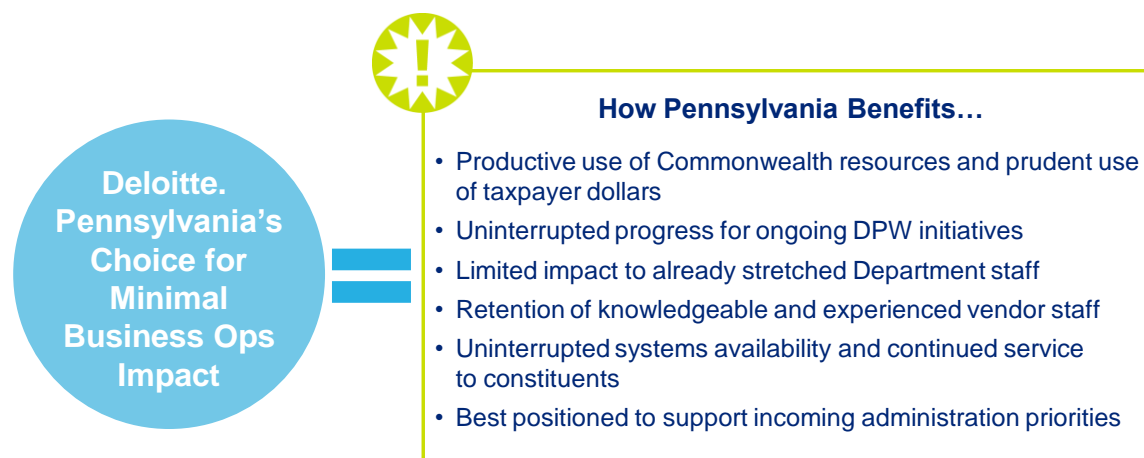
The productivity of the team is an important consideration for the transition period. With a new vendor, **DPW incurs significant non-productive transition costs funded by taxpayer dollars**, as well as **ongoing training of new vendor staff** to learn the DPW systems. DPW also has a number of initiatives identified as priorities that are underway and will likely stretch into and through the April – September 2011 transition period. Furthermore, additional pressures on funding and requirements from the Commonwealth and Federal governments – e.g., the impact of health care reform – make it imperative that **DPW engage a team that can focus on continuing productive work instead of transition**. On top of all that, the upcoming change in administration will bring new priorities that DPW will need to be quickly positioned to deliver by using the Lot 6 offeror to define feasibility, system requirements and GSD. No one is in a better position to provide continuity and continued productivity throughout the Orientation and Knowledge Acquisition phase than Deloitte.



**Figure 6.1-1. Our Experience Allows Us to Remain Focused on Initiatives and Operations.**  
While other Lot vendors come up to speed during transition, we can complete our knowledge acquisition efforts while simultaneously continuing to support priority DPW FY initiatives as well as application support activities.

As the selected Lot 6 offeror, we will complete the transition to the new contract (within 30 days) and the knowledge acquisition (within 60 days) effort for the Child Welfare functionality while continuing to help deliver the FY10-11 and FY11-12 initiatives that are part of our current Integrated Solutions and PACSES contracts. A new vendor for Lot 6 would remain almost solely focused on transition during this period, and would likely require additional knowledge transfer and training much beyond the end of the 6 month orientation phase.

In addition to productivity advantages, DPW can help to alleviate many of the risks associated with transition by retaining Deloitte as its Lot 6 offeror. As we describe throughout this section, our team requires some level of orientation and knowledge transfer to comply with the requirements of the new contract – specifically to convert to the new contract structure and to assume Lot 6 responsibilities for the Child Welfare functionality. However, we do not need to undertake a major transition effort to transfer the background experience, knowledge and responsibilities regarding the feasibility, system requirements, general systems design, architecture and technologies relating to the large majority of the 6 applications, 27 business systems, 25+ enterprise services, and the 200+ subsystems, services and COTS products included within the scope of this project. Figure 6.1-2 summarizes the benefits of retaining our team.



**Figure 6.1-2. Deloitte. The Commonwealth's Choice for Reduced Business Impact.**

PA DPW-476 3

Choosing Deloitte results in a significantly reduced business impact, provides you with stability, and avoids a risky and burdensome transition.

We recognize that you are embarking on a procurement that is different from the current contract and how things are operating today. While there are many similarities to our current contract structure, you have clearly specified a number of guiding principles and objectives. With our proposal to continue as the Lot 6 offeror we help you better achieve your objectives by reducing the risk of a broad transition to a new team.



Features	Benefits Provided by Deloitte's Proposed Approach
<b>A shortened Orientation and Knowledge Acquisition effort using an experienced team carried over from our current contracts</b>	<ul style="list-style-type: none"><li>• Staffing with resources that have broad experience and knowledge of DPW systems and its inherent architectures and design avoids the need for broad knowledge acquisition efforts to support systems requirements and GSD tasks.</li><li>• Shorter learning curve to understand changes to the project domain and application support requirements and the ability to identify areas for improvement in solution design.</li><li>• Allows us to leverage our experience as the incumbent and experience gained in transitioning and taking over feasibility, system requirements and GSD for large, complex HHS system projects.</li><li>• Our proposed approach provides quality assurance checks within the appropriate SDLC steps to verify our team's progress in understanding new in-scope systems such as Child Welfare.</li><li>• We provide many advantages– the ability to retain significant system and process knowledge for Lot 6 activities while also supporting the turnover of skills and knowledge to the new Lot 1-5 and Lot 7 vendors.</li></ul>
<b>Our team is composed of practitioners with comprehensive understanding of the DPW business and technical domains</b>	<ul style="list-style-type: none"><li>• Our team provides resources with the highest level of knowledge with regards to the DPW systems and associated technology infrastructure and the inherent architectures and products.</li><li>• We can leverage our experience as the incumbent while also providing our broader HHS subject area knowledge from our national portfolio of projects and qualifications in helping with overall solution design.</li><li>• Our knowledge of the current policies and procedures across the integrated projects as well as PACSES provides a baseline for consolidating to a single set of leading practices for application support to define solutions that are implementable.</li><li>• Reduces the risk relating to system and impact analysis knowledge that is required to provide support for critical DPW systems managed by the Lot 7 vendor.</li></ul>
<b>Our team has been working together as a team for almost 10 years</b>	<ul style="list-style-type: none"><li>• All of our subcontractors on our current Integrated Solution and PACSES contracts remain as members of our proposed team.</li><li>• All of our proposed team members have been working together on the current contracts for many years. Our team brings a collective 1000 years of experience at DPW and over 2000 years of experience in Information Technology.</li><li>• It is difficult to assemble a team with the diverse set of DPW business and technology skill sets required by this project with experiences in IT strategy including technology and product tool evaluations.</li></ul>



Features	Benefits Provided by Deloitte's Proposed Approach
<p><b>A shortened transition period for the new contract structure and the large majority of in-scope applications and systems</b></p>	<ul style="list-style-type: none"> <li>Increases the time available for key DPW and other Commonwealth staff to help transition the Lot 1-5 and Lot 7 vendors.</li> <li>Better meets DPW's time frames for current and future initiatives and minimizes the disruption to DPW bureaus, clients and business partners.</li> <li>Allows our existing team to continue with productive work on in-progress initiatives and other critical application support activities relating to Lot 6 tasks scheduled to occur during the Orientation and Knowledge Acquisition period.</li> <li>Improving key system and design requirements relating to business operations for existing systems is at the forefront of our transition approach.</li> <li>Reduces learning curves with a team that can "hit the ground running" in providing solution architecture and design.</li> </ul>
<p><b>Incorporates lessons learned from recent successful transition projects in Florida, Texas, Colorado, and Pennsylvania, as well as from the transition to our current Integrated Solution contract</b></p>	<ul style="list-style-type: none"> <li>We have recently completed transition efforts for similar-sized HHS projects in Florida, Texas and Colorado, among others. The lessons learned from these efforts are incorporated into our approach to the DPW Orientation and Knowledge Acquisition phase.</li> <li>For our current Integrated Solution contract we helped DPW transition from a set of separate, standalone contracts to a single integrated contract. We have helped the Commonwealth through a number of similar transition efforts, including the CAPS project for the Pennsylvania Insurance Department.</li> <li>Similar to our approach to maintenance and operations activities, we use continuous process improvement and root cause analysis techniques in our planning and execution of contract transition activities, allowing DPW to benefit from our lessons learned across the spectrum of our Public Sector HHS projects.</li> </ul>
<p><b>Uses Deloitte's Transition Method that is established on projects of similar size, scope and complexity to DPW and includes a structured process, assets and leading practices</b></p>	<ul style="list-style-type: none"> <li>We draw upon the Transition Method embedded within Deloitte's Systems Development Playbook (SDP) methodology when necessary to address specific transition requirements and knowledge acquisition activities for the Child Welfare functionality.</li> <li>The ability to bring a rigorous, methodology-based approach to the transition of the Child Welfare functionality reduces risk for DPW because our teams are already trained and experienced with the collection of assets and leading practices that have been gathered into our Transition Method.</li> <li>Our Transition Method includes work plan templates, document templates, sample knowledge assessments, and process and product checklists that guide us through the execution of transition processes and can be tailored to the specific needs of DPW.</li> </ul>

**Figure 6.1-3. Features and Benefits.**

Key features of our Orientation/Knowledge Acquisition approach and corresponding benefits those features provide to DPW.



Our position as the incumbent for the Integrated Solution and PACSES contracts across the full SDLC phases benefits DPW for Lot 6 because this transition for the first two steps in the SDLC can occur without impacting other priority projects and ongoing DPW business. We also know what it takes for GSD and DSD to interact with each other and as part of contract stand up, we will define those 100 plus interaction points needed between the Lot 6 and Lot 7 vendor so that DPW can enable this communication. We have proposed a team drawn from our existing management, business and technology staff from the current contracts. We understand the need for a smooth transition, and our team can deliver an Orientation and Knowledge Acquisition phase for Lot 6 with no impact to critical business processing. Our experienced team understands the complexity of the various systems and its inherent architectures and capabilities, in DPW and the underlying policy and business drivers that have influenced the evolution of those systems.

For the DPW IT Services project Deloitte has assembled a vendor team that works with us on our current contracts to maintain and enhance ICIS, HCSIS, PACSES, PELICAN, Enterprise Services, child welfare, and related systems. Our team provides experience with the current DPW methodologies, having assisted DPW with the establishment of many of these processes along with standards of use. At the same time, our team also provides experience with the DPW technologies, having assisted DPW with the design, architecture and implementation of new or updated technologies and corresponding standards, while continuing to support the applications deployed using legacy technologies related to the Unisys mainframe.

Figure 6.1-4 provides the experience and capabilities that we bring for the broad set of DPW applications, methodologies and technologies involved in the DPW IT Services project. This experience and these capabilities will help mitigate the level of transition required for our team.

### Our Proposed Team

#### A Reduced Transition Effort No Other Vendor Can Match

- 400+ staff experienced with DPW systems, ready on Contract Day 1
- Established facility with DPW network connectivity and more than 15,000 square feet of capacity
- CMMI Level 3 assessment, allowing DPW to benefit from industry standard processes and procedures
- Current Service Level Agreements (SLA) that continue starting Contract Day 1; new SLAs that align with contract requirements
- No transition for the significant majority of RFP Lot 6 requirements
- No transition for HCSIS, PACSES, PELICAN, ICIS, Enterprise Services and ITSS/DTSS functions
- Transition for Child Welfare functionality facilitated by the Child Welfare experience of Deloitte and by our teaming partners Mindteck, S3, and Info-Matrix
- Contract on boarding processes, ready on Contract Day 1
- Our team completes the Orientation and Knowledge Acquisition phase for contract transition in 30 days

#### Figure 6.1-4. Characteristics of Our Team that Help Reduce Our Transition Effort.

Only Deloitte is qualified to provide productive application support on day one of the project by virtue of our existing knowledge of the DPW systems and our 400+ member team we have "on the ground" today.

This level of experience cannot be matched by other vendor teams. Collectively, the members of our team bring a total of **almost 1,000** years of experience with the DPW suite of applications and systems that define the scope of the application support effort. Other representative examples of our approximate combined level of experience include:

- Service Oriented Architecture (SOA) experience - Balancing continuity of operations with the need to transition new vendors into the DPW environment was at the forefront of our mind when defining our approach to the Orientation and Knowledge Acquisition phase. We compared the scope of required activities relating to SRD and DSD for this project with our previous experiences in transitioning and assuming responsibility for the maintenance of other HHS systems, including other projects in the Commonwealth. Each of these transition and maintenance efforts has afforded us the opportunity to refine our transition approach through the incorporation of new leading practices and lessons learned. **The collective experience of our proposed team has contributed to similar successful transition efforts in Florida, Texas, Massachusetts, Indiana, Colorado, and Pennsylvania.**

---

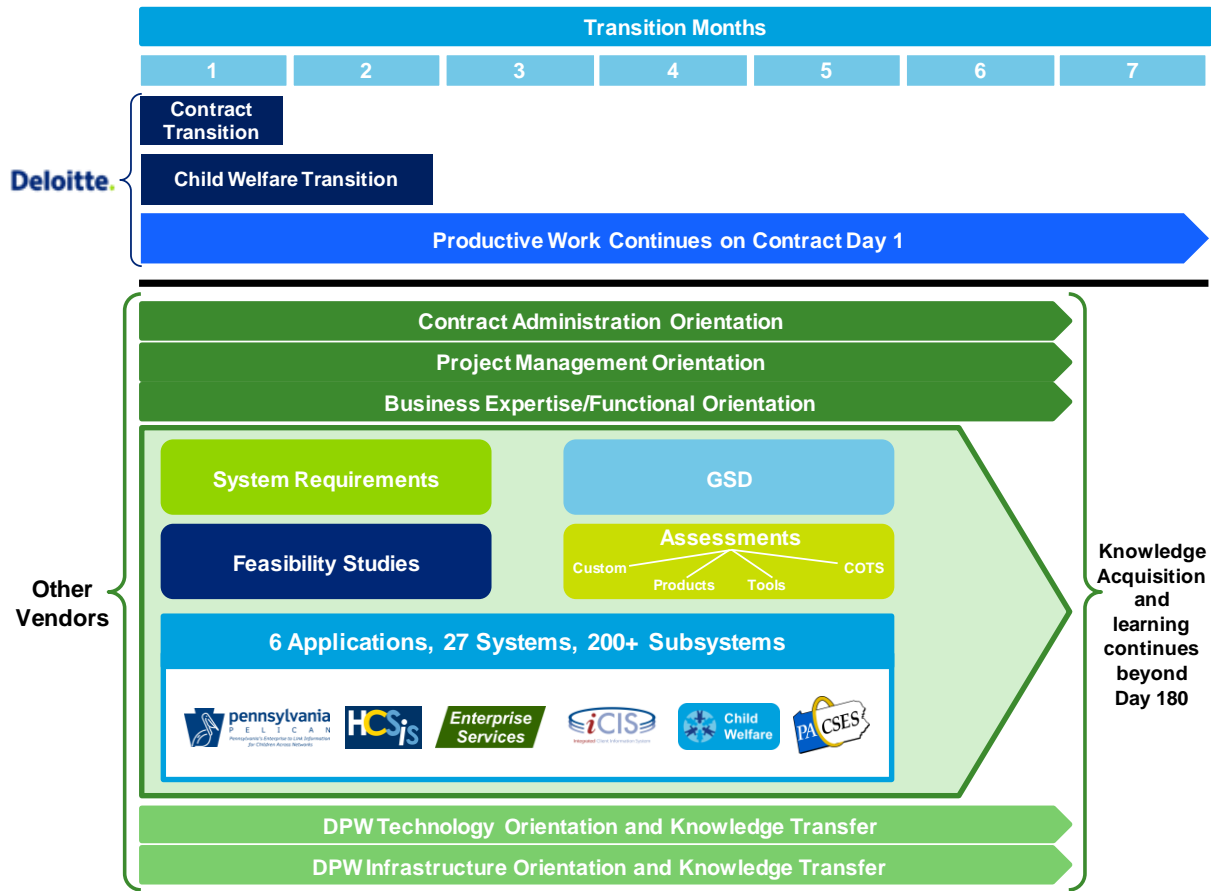
A new team would be required to learn ten (10) years of history in less than six months to be as productive as our team will be on day one.

## DPW Leverages Its Investment in Deloitte and Reduces Taxpayer Burden During Tough Budget Pressure

Although a transition plan may be conscientious and well executed, it has been our experience that even at the end of a six month period a new team still has a significant amount to learn about your programs, policies, operations, and technical environment. This impact may even extend beyond the initial transition period – until the new vendor is fully “up to speed” DPW staff and stakeholders may bear the additional burden to continue knowledge transfer and training. The structure of this new project will require DPW to bring in one or more vendors for the other Lots. The ability to rely upon our team to provide the Lot 6 services will help reduce the impact of implementing the new contracts and reduce the need for expenditures for unproductive transition activities; which is particularly critical during this period of constrained budgets.

We have committed to completing the orientation and knowledge acquisition activities for our team transitioning to the new contract **within 30 days of the new contract start date**. We plan to complete the orientation and knowledge acquisition activities for the support of the Child Welfare functionality within the **60 days transition period** specified in the RFP. The overall timeline for our Orientation and Knowledge Acquisition phase is depicted in Figure 6.1-5. This high-level Gantt chart shows how we complete our transition to the new contract and our responsibilities as the Lot 6 offeror while delivering productive work in support of the DPW systems on Day 1. The chart also depicts the significant knowledge acquisition effort that another Lot 6 offeror would have to undertake, impacting the ability to continue in-progress initiatives and address emerging business needs during the transition period.





PA\_DPW-829\_10

**Figure 6.1-5. Our Reduced Transition Effort in Comparison to Other Vendors.**

While other Lot vendors come up to speed with the broad set of applications and systems included in the scope of the project, we can complete our transition efforts and continue to support priority DPW initiatives and other application support activities starting on contract Day 1.

The success or failure of an investment is measured by its returns. Over the years of the current contracts, the DPW investments have encompassed more than just new or enhanced applications or new computer hardware – the Commonwealth has also made investments in our people. Our team has been “in place” and delivering value to the Commonwealth taxpayer for many years. By taking advantage of this investment, DPW will not have to absorb the productivity and resource penalty of a significant knowledge transition effort – or, for that matter, the turnover effort for the current projects. We estimate that approximately 200,000 hours are required just for Deloitte’s 10/11 and 11/12 teams to complete the knowledge and process turnover of the in-scope DPW applications to the new vendor. This figure includes neither the 6 months of transition hours for the incoming Lot vendors nor corresponding Commonwealth staff hours to assist with that transition. It also does not reflect the impact to critical initiatives that are already underway or will be required during the transition period. In addition, DPW also loses productivity for the work performed for an “FTE hour”; the throughput of a new vendor

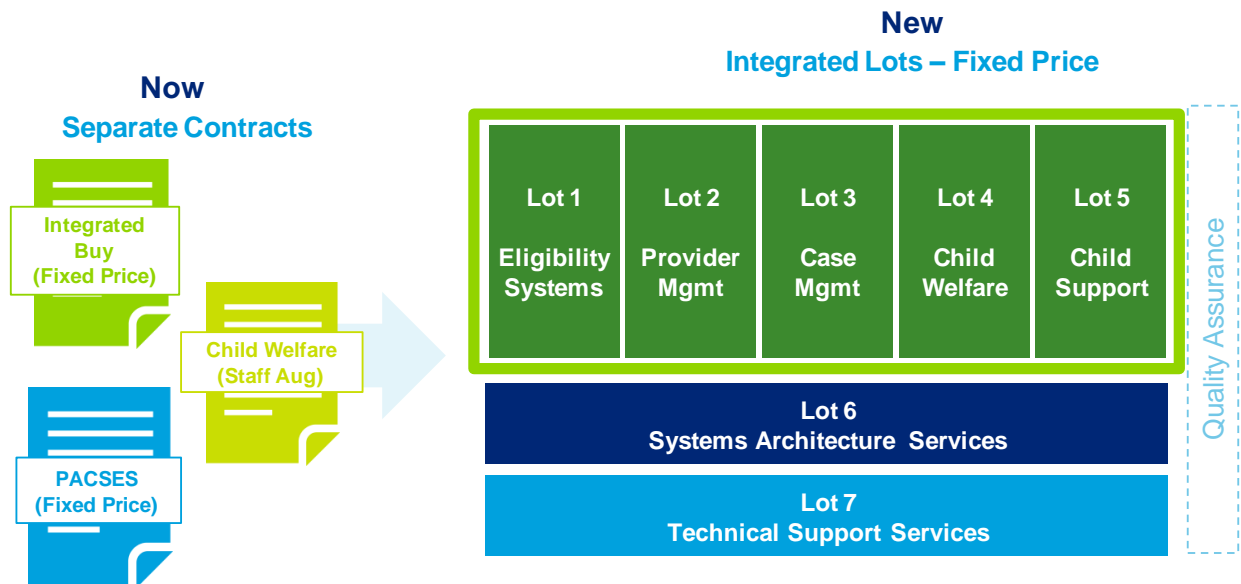
Our approach allows DPW to save significant turnover and transition resources – spending limited budget dollars on increasing agency productivity rather than transition activities that provide no productivity benefits to the people of the Commonwealth.



per Full-Time Equivalent (FTE) hour will be less than what our team provides through our experienced staff.

## DPW Focuses on Transition that is a “Must” for this New Procurement Model

Based on the procurement model, for this new contract **DPW must transition Lots 1-5 to one or more new vendors**. Maximizing your ability to continue productive application support work while transition activities are completed for the Lot 1-5 vendor(s) is the key benefit of retaining our Deloitte team for Lot 6. Together we can keep our collective efforts focused and working on priorities at hand especially getting ready with business transformations, solutions and sound architectures as a Lot 6 offeror prepared to support the Lot 7 vendor. This translates into a significant productivity advantage for DPW, a significant return on your investment, and a significant reduction in risk.



PA\_DPW-1300\_2

**Figure 6.1-6. New Structure of the Project Requires Transition of Lots 1-5 From Deloitte.**

At least some of the Lots will be awarded to new vendors, so DPW must support some transition. Our Deloitte approach limits the DPW outlay to only what is required based on the RFP procurement model – Lots 1-5.

The new Lot structure for the DPW IT Services project, combined with the added scope of supporting the Child Welfare functionality, means that even we as the incumbent will require some level of orientation and knowledge transfer. However, our team can focus our efforts for the Orientation and Knowledge Acquisition phase to only those aspects of the project scope that are new to our team. The two

Retaining Deloitte as the Lot 6 offeror saves a substantial portion of the estimated **200,000 hours** for turnover activities under the current contracts in addition to the hours saved by a lessened Lot 6 transition effort for the new contract.



areas of focus for our team during the transition phase are:

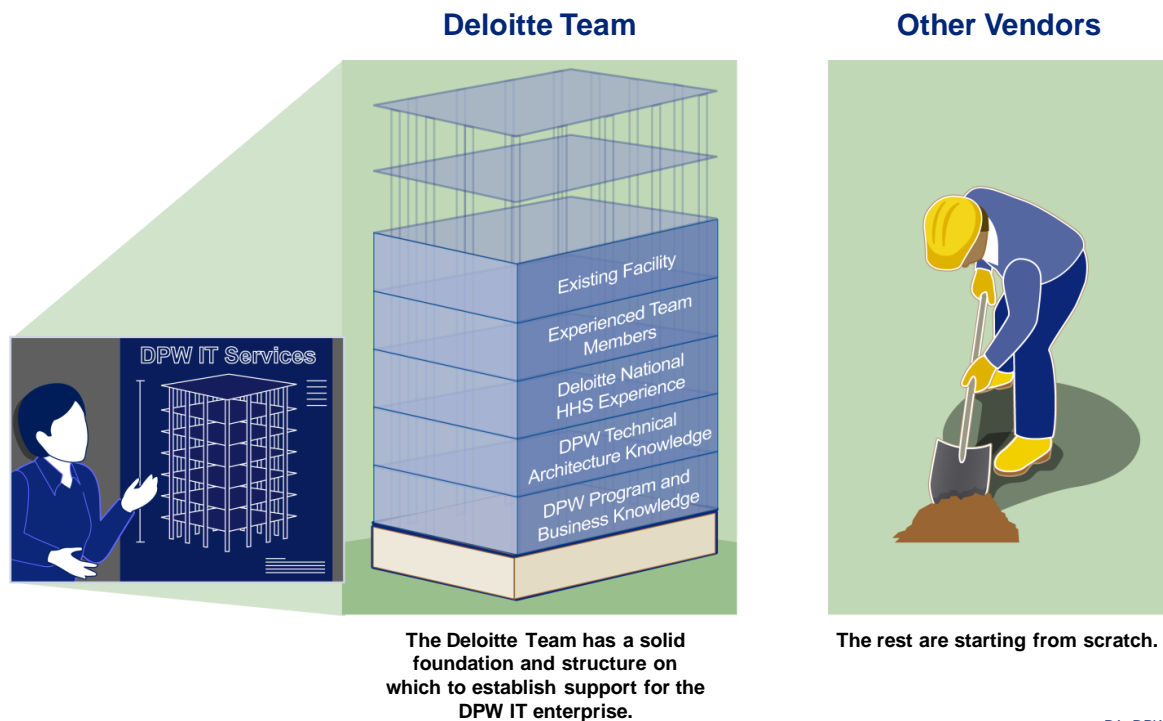
- **Contract Transition.** Helping to move our team to the new and modified contract management and operational procedures required for the new Lot structure and the consolidation of some management procedures across the current application teams.
- **Child Welfare Transition.** Knowledge acquisition and turnover of support for the DPW Child Welfare functionality.

Despite our need to perform some level of knowledge acquisition in these areas, it is still clear that our level of transition will be significantly less than that of other vendors. Our experienced team understands the complexity of the DPW systems and the significant level of integration that has been established between them. Our team also understands the underlying policy and business drivers that have influenced the current advanced state of these systems. Continuing with Deloitte as its Lot 6 offeror provides the following benefits to DPW:

Deloitte’s Value to DPW as an Incumbent	Benefits to the Commonwealth by Selecting Deloitte for Lot 6
<b>Staff availability and productivity focus</b>	We already collaborate with DPW in day-to-day application support activities. The primary focus of DPW and contractor staff remains on performing productive, business-focused work rather than spending significant effort on transition activities.
<b>No program knowledge transfer</b>	Our team has more than 1000 cumulative years of collective experience supporting the DPW systems. Our team understands DPW program policies and procedures as well as current issues, priorities, and goals. We can hit the ground running, by simply continuing our current work.
<b>Building on strong working relationships</b>	Our team has established strong relationships with DPW staff over the last 10+ years. Our mutual level of respect and understanding has led to robust solutions to meet DPW business needs through successful collaboration.
<b>Collaborating with other State agencies and systems</b>	Our team has established excellent relationships with other Commonwealth agencies that interact with the DPW systems – e.g., PennDOT, DLI, PID, Aging – as well as interfacing agencies including the Federal Department of Health & Human Services. These relationships are crucial to obtain the information and support required meet aggressive timelines.
<b>Retaining established standards and processes</b>	DPW can continue to benefit from the established, structured, and joint approach to project management, change control, risk, quality management, and application maintenance that we have developed together.
<b>Reduced transition and turnover effort</b>	DPW can avoid dual effort –for the outgoing team and the incoming team – during the transition period. Additionally, retaining our experienced team reduces the opportunity loss of having to focus team members’ energies on transition activities versus other Commonwealth priorities.

**Figure 6.1-7. Our Team’s Value for the “Must” Transition Effort.**

Elements of our value as an incumbent that allow DPW to focus only on the “must” transition activities for the new procurement model.



PA\_DPW-826

**Figure 6.1-8. Retention of Our Team Allows DPW to Continue Building the Enterprise.**

Rather than concentrating on transition activities, our team provides the ability to continue productive work towards the building and continued improvement of the DPW enterprise applications.

## DPW Benefits from Deloitte Continuing Productive Work on Day 1 of the New Contract

The minimal orientation and knowledge acquisition effort that our team requires is particularly important for the period during which the transition effort is scheduled to occur – April through September, 2011. As was made clear in the RFP and at the Pre-Proposal conference, the applications, systems and services included in the scope of the DPW IT Services project are mission critical systems that deliver important services to the Commonwealth. For the Lot 6 offeror, the architecture and solution understanding behind these in-scope systems is important for supporting the SRD and GSD activities.

The mission criticality of the applications is represented in the following:

- iCIS, the largest of the core systems, is key to the delivery of benefits to people in need and serves 2.5 Million citizens. iCIS is depended upon by many of the DPW departments.
- PELICAN supports 10 distinct service programs and manages Child Care services to 150,000 participants, including 11,000 children in Pre-K.
- HCSIS integrates across multiple program offices and serves 80,000 Aging and Disabled Consumers.
- PACSES manages 1.2 Million active child support cases, affecting 640,000 children.



- Enterprise Services is comprised of more than 25 services which are critical to the functioning of the DPW enterprise systems.
- Child Welfare is a collection of largely standalone systems that are critical to the safety of children in the Commonwealth.

These applications and systems must remain available and fully functional. The in process functional changes need a team that has an in depth understanding of the feasibility, system requirements and GSD components of those changes throughout the transition period. Our existing SLAs that are relevant for Lot 6 services will remain in effect during the 6-month period and we will continue to meet them as we have throughout the 5 years of our current contracts.

In addition to the continued support of these applications, there are a number of critical business operations and in-progress Fiscal Year 10/11 initiatives that span or occur during the transition period. Understanding of the feasibility, system requirements and GSD components are important for the timely completion of these initiatives. Examples of these business operations and fiscal year initiatives include:

- **LIHEAP Enhancements.** Changes to LIHEAP identified by OIM Executive Staff for the 10-11 LIHEAP Crisis season.
- **Child Care Fiscal Year Rollover Process.** Annual process to update enrollments at the end of the fiscal year.
- **HIPAA 5010 Remediation.** Remediation for HCSIS and CIS compliance with the ASC X12 5010 transaction code set, for which Level 2 compliance is required by January 2012.
- **Enterprise Certification.** Expand to support the Office of Developmental Programs (ODP), responsible for protecting the health, safety and well-being of individuals with developmental disabilities.
- **IV-B Production Deployment Support.** Continuing production software deployment, production data conversion, and software rollout support for the iCIS Incremental Renewal Phase IV-B.
- **MIPPA Enhancements.** Automating a daily SSA file process for eCIS and CIS to reduce CAO workload and consistently apply automated eligibility rules across the Commonwealth.
- **PACSES PIM Dashboard and Predictive Analytics.** Developing a predictive modeling module and dashboard user interface to support the analysis of demographic data for members and regions to improve collections and the effectiveness of support order enforcement.

“Given the continued downturn in the economy, LIHEAP is playing an essential role in helping Pennsylvania families in need stay safe and warm. Through expanded eligibility guidelines, we have reached families that may never have received assistance before.”

**Estelle B. Richman**  
Former Secretary of Public Welfare, as quoted in the DPW IT Annual Report 2009



- **ODP Reporting Analytics.** Providing support for ODP's management of the program using data collected in HCSIS, including support for compiling the Waiver Assurances Evidence Report in preparation for a CMS waiver review.
- **ELN Pearson Upgrade.** Changes to ELN and the ELN/Pearson interface resulting from the Pearson Ounce and Work Sampling System upgrades and other infrastructure changes.
- **NOMI Automation.** Automating the sending of a notice to applicants and recipients going through a renewal process that they have missed their scheduled interview meeting.

The continuation of these business operations and important initiatives directly affect people throughout the Commonwealth and must be supported during the transition period. Our team provides the lowest risk solution for maintaining the momentum of these initiatives and limiting the overall resource and business impact to DPW.

Our past and current successes provide DPW with a firm that demonstrates repeatable positive results for our clients. We feel this evidence is paramount when considering a HHS solutions integrator for a project of this size and complexity. To demonstrate our direct and relevant project experience, we feel there is no better voice than you hearing from our clients. On the following page, we are pleased to present DPW with a letter of reference from one of your peers demonstrating our capabilities and character in delivering successful and tangible results in the Health and Human Services programs and IT.



# STATE OF COLORADO

## GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

601 18<sup>th</sup> Avenue, Suite 200  
Denver, Colorado 80203  
www.colorado.gov/oit



Bill Ritter, Jr.  
Governor

Leah Lewis  
Acting State Chief Information Officer

August 6, 2010

To Whom It May Concern:

In 2009, the State of Colorado contracted with Deloitte Consulting to take over maintenance and operations of the Colorado Benefits Management System (CBMS), an eligibility determination system jointly supported by the Colorado Department of Human Services (CDHS) and the Colorado Department of Health Care Policy and Financing (HCPF).

CBMS incorporates eligibility determination for Medicaid, Food Assistance, Colorado Works, Adult Financial Assistance, and the Children's Basic Health Plan, including case management functions such as work programs. The system serves approximately 690,000 clients on 375,000 cases. There are approximately 3,900 users who work in CBMS, offering client eligibility services and support.

CBMS was previously maintained and operated by Electronic Data System (EDS) and was transitioned to Deloitte over a period of several months. At the time of takeover Medicaid enrollment had increased by 60,000 participants since the previous year and the food assistance program was up by 18% in 18 months. CBMS was contracted to Deloitte by the State of Colorado in order to improve the delivery of services to Coloradoans by expediting application processing, keeping CBMS in compliance with Federal and State policy changes, and upgrading technology to gain performance and worker productivity.

In addition to the day-to-day maintenance and operations of the system, Deloitte is responsible for implementing system enhancements by clearly defining validating, and managing the business and technical requirements through all phases of the Systems Development Life Cycle (SDLC). In areas of the project where Deloitte is not directly responsible such as requirements definition and user acceptance testing, they contribute best practices and lessons learned and help State staff define processes and develop quality work products.

Deloitte has implemented approximately 100 change requests in CBMS since taking over the system. These change requests fixed some of the existing application problems



*Increasing the effectiveness of government through information technology*


as well as added new business functionality. Deloitte has worked very closely with all program areas to design and implement all of these changes. Three of the major CBMS initiatives are highlighted below.

- Deloitte has successfully implemented the new Colorado Program Eligibility and Application Kit (PEAK) Web Portal application for the State of Colorado. PEAK provides clients and community partners with a modern and easily accessible tool to apply for public assistance benefits. It currently allows new CBMS clients to screen themselves for potential program eligibility and allows our existing clients to check on their benefits. Additional enhancements to PEAK are planned for the upcoming year.
- Intelligent Data Entry (IDE) puts the State of Colorado on the leading edge of benefits management and the delivery of services to the public. The entire user interface for Application Initiation and Interactive Interview, which makes up approximately 65-70% of all screens in CBMS, is being redesigned and replaced with web-based functionality to make data entry more efficient and intelligent. This will improve the productivity of workers reduce cross program contention. Roll out of this enhancement is currently planned for late 2010.
- The purpose of the CBMS Host Migration Project is to put the CBMS team in a better position to respond to the ever increasing demands for system functionality, capacity, and performance. The entire back end of the system is being migrated to new hardware with added capacity and processing power. This project was initiated in June, 2010 and is scheduled to complete in November, 2010.

In our limited time working with Deloitte, they have proven to be a valuable business partner. We have collaboratively worked on numerous initiatives which have continually improved our ability to serve the public. Deloitte brings the right people and a team approach to help the state implement innovative business and technology solutions.

If you have any additional questions regarding CBMS, our programs, or the role of Deloitte in supporting the State of Colorado, please feel free to reach me at 303-764-7585 or email me at [Steve.Fowler@state.co.us](mailto:Steve.Fowler@state.co.us).

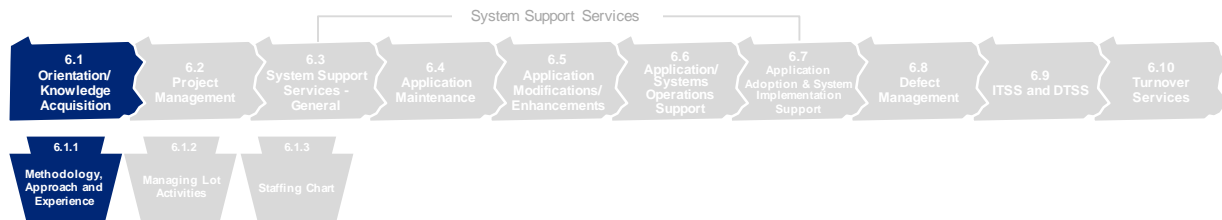
Sincerely,



Steve Fowler, Director, CBMS  
Office of Information Technology



## 6.1.1 Methodology, Approach and Experience



PA\_DPW-201a\_4

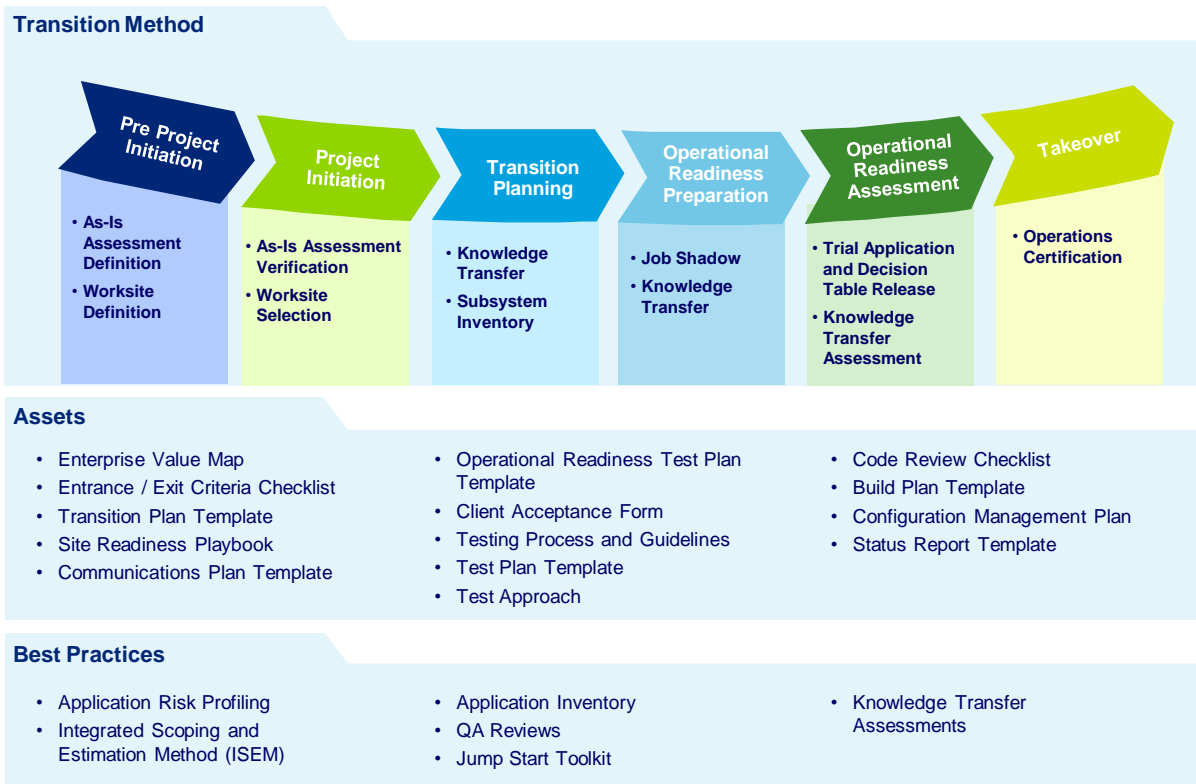
<b>II</b>	Page <b>II-3</b>	RFP Reference: II-3. Work Plan
-----------	---------------------	--------------------------------

Where possible, the Offeror should provide specific examples of methodologies or approaches that will be used to fulfill the various requirements, how these methodologies will be adapted for this contract and implemented, and examples of the Offeror's similar experience and approach on comparable projects. This discussion should include a description of Offeror's experience with Service Oriented Architecture (SOA) methodologies, Enterprise Architecture (EA) methodologies, large-scale, complex system takeovers, implementations, maintenance and operations, and turnovers, as appropriate. This discussion should also include a description of the Offeror's experience and methodologies associated with strategy and planning, application support services, and, systems architecture services, technical services when relevant to the proposed Lot(s).

### Methodology

We approach transition responsibilities with the same professionalism and commitment that has made us a successful systems integrator for DPW for over 30 years. We look forward to a continued successful collaboration with DPW. Based upon DPW mission-critical applications and systems included in the project, as well as consideration for the number of maintenance hours and current support resources described in the RFP, our team will not require any knowledge acquisition for approximately 98 percent of the application support effort. This is work that we already perform as the incumbent. For the remaining 2 percent, representing the Child Welfare related functionality not included in the current scope of our Integrated Solution and PACSES contracts, a systematic transition effort is required.

We recognize that the scope for Lot 6 offeror transition focuses on feasibility, system requirements and GSD phases of your SDM. Our formal transition methodology is consistent for the breadth of SDLC phases that span the entirety of services provided by Lot 6 and Lot 7 vendors. We depict this methodology – the Deloitte Transition Method – in Figure 6.1-9. We will use our Transition Method as the basis of our Orientation and Knowledge Acquisition approach for the transition of the Child Welfare functionality.



PA\_DPW-478

**Figure 6.1-9. Deloitte Transition Method for the Child Welfare Transition.**

We bring a robust Transition process that has been successfully used to support Orientation and Knowledge Acquisition activities for large projects, and that is tailored to meet our transition approach for support of the DPW Child Welfare systems.

The Transition Method spans six phases – Pre-Project Initiation, Project Initiation, Transition Planning, Operational Readiness Preparation, Operational Readiness Assessment, and Takeover. These phases cover the period of time from when our team is preparing to start a new transition effort through the point at which our team has completed orientation and knowledge acquisition and has assumed ownership of the transitioned processes. Our teams are trained and experienced with the collection of assets and leading practices that have been incorporated into our Transition Method:

- **Assets** include specific project artifacts such as proposed entry/exit criteria for the transition period, work plan templates, sample knowledge assessments, configuration management plan templates, etc., that guide practitioners through the execution of the various processes.
- **Leading Practices** include specific process recommendations for activities to be completed during the transition period, including the creation of application risk profiles, establishing an application inventory, assessing knowledge transfer requirements, and performing QA reviews.

As described in the RFP and our proposal response, the established management, development, and operational procedures that we helped DPW to define and implement over the course of our current and prior contracts remain largely intact for this new



project. These procedures have been successful throughout the past 10 years of our collaboration with DPW. As part of the transition process, we will work with DPW to enhance and fine tune these processes that are relevant to Lot 6 services to comply with the new contract and support DPW’s evolving business and technology objectives.

## Approach

Lot 6 focuses on the application support activities related to the maintenance and support of the overall systems architecture, as well as feasibility, system requirements and General Systems Design (GSD) activities for maintenance and modification efforts. Our primary focus for the Lot 6 Orientation and Knowledge Acquisition effort will be the transition to the new contract – incorporating required modifications in contract management and related operational procedures and organization structures across our current application teams – and knowledge acquisition and transition associated with the addition of the Child Welfare functionality into the application support scope. Given our position as the incumbent, we provide a much reduced transition effort – we complete the transition to the new contract within 30 business days of the project start date and avoid knowledge acquisition activities for the functionality relating to the in-scope applications and systems with the exception of the Child Welfare functionality. We have already accessed and reviewed the existing documentation and materials relating to child welfare from the RFP and also from the procurement library .We have carefully reviewed them with our proposed child welfare team for Lot 6 and based on that review we feel confident that the child welfare related functions can be transitioned within 60 days from contract start.

We highlight the key activities within our transition approach in the table below.

Key Activities	Deloitte’s Approach to Expedite Transition Tasks
<b>Transition Planning</b>	Prepare and submit a comprehensive Orientation/Knowledge Acquisition (OKA) Transition Plan. The OKA Transition Plan is one of the assets of the Transition Planning phase. It establishes the transition entrance and exit criteria.
<b>Contract Transition</b>	During the transition period our team will review and confirm the changes to be made to the project management and operating models in comparison to the current contracts. As part of this effort our team will also confirm and implement the new Service Level Agreements that are relevant to Lot 6 and monitor corresponding metrics to be enforced for the new project work effort.
<b>Child Welfare Transition</b>	The knowledge acquisition effort for the Child Welfare functionality will span each phase and of our transition methodology.
<b>Project and Contract Coordination with other vendors</b>	As part of the new project it will be necessary to establish processes relating to communication and coordination with the other Lot 1-5 and especially with Lot 7 vendor.

Key Activities	Deloitte's Approach to Expedite Transition Tasks
<p><b>Continue Ongoing Maintenance and Modification Activities</b></p>	<p>While the Lot 7 vendor is responsible for the tasks starting from DSD for maintenance and modifications, Deloitte as the Lot 6 offeror will provide feasibility, system requirements, general system design, impact analysis and reengineering guidance as requested to support DPW.</p>

**Figure 6.1-10. Summary of Key Transition Activities.**  
Our proposed approach focuses only on the minimum transition required for our experienced team.

Throughout our Orientation and Knowledge Acquisition effort, we collaborate with the Commonwealth to carefully review the new contract and its impact on our existing procedures and staffing. Our transition methodology allows us to focus on the key activities that result in the necessary level of knowledge acquisition to continue our support for DPW as the Lot 6 offeror. At the same time, as the incumbent we continue to deliver productive application support work throughout the transition period, helping to keep critical DPW applications available and providing service to the Commonwealth and its people.

As part of our approach we are proposing a small team to be specifically focused on the completion of the Orientation and Knowledge Acquisition phase for the new contract. This team will be led by **Sundhar Sekhar as our Transition Manager**. Sundhar has been working with DPW continuously since 2000. He led the transition to the Integrated Solution contract and the corresponding changes to the ITSS and DTSS support models back in 2006, and also led the transition of PACSES to the new operating model in 2007. Sundhar will use his experience and lessons learned from these prior transition efforts to successfully complete our Orientation and Knowledge Acquisition efforts for the new contract, as well as help coordinate with the other Lot 1-5 and Lot 7 vendors. He will be our primary point of contact with DPW staff for transition activities and for communications with the other Lot vendors. A more detailed description of our proposed staffing for the Orientation and Knowledge Acquisition phase is contained in *Section 6.1.4, Staffing Chart and Roles*, below.

Key Staff Spotlight  
**Sundhar Sekhar**

Transition Manager



*“Our goal during the orientation and knowledge acquisition effort is to make our transition as the Lot 6 provider to the new contract as seamless as possible while continuing to support the DPW systems. I have a really good understanding of the DPW operational model, having worked with you since January of 2000. I am excited to work with the DPW CIO and the entire IT organization in transforming to this new operating model supporting your Lot structure. Meanwhile we will also remain focused on your ability to continue providing critical services to people in need. I look forward to making this happen for DPW.”*

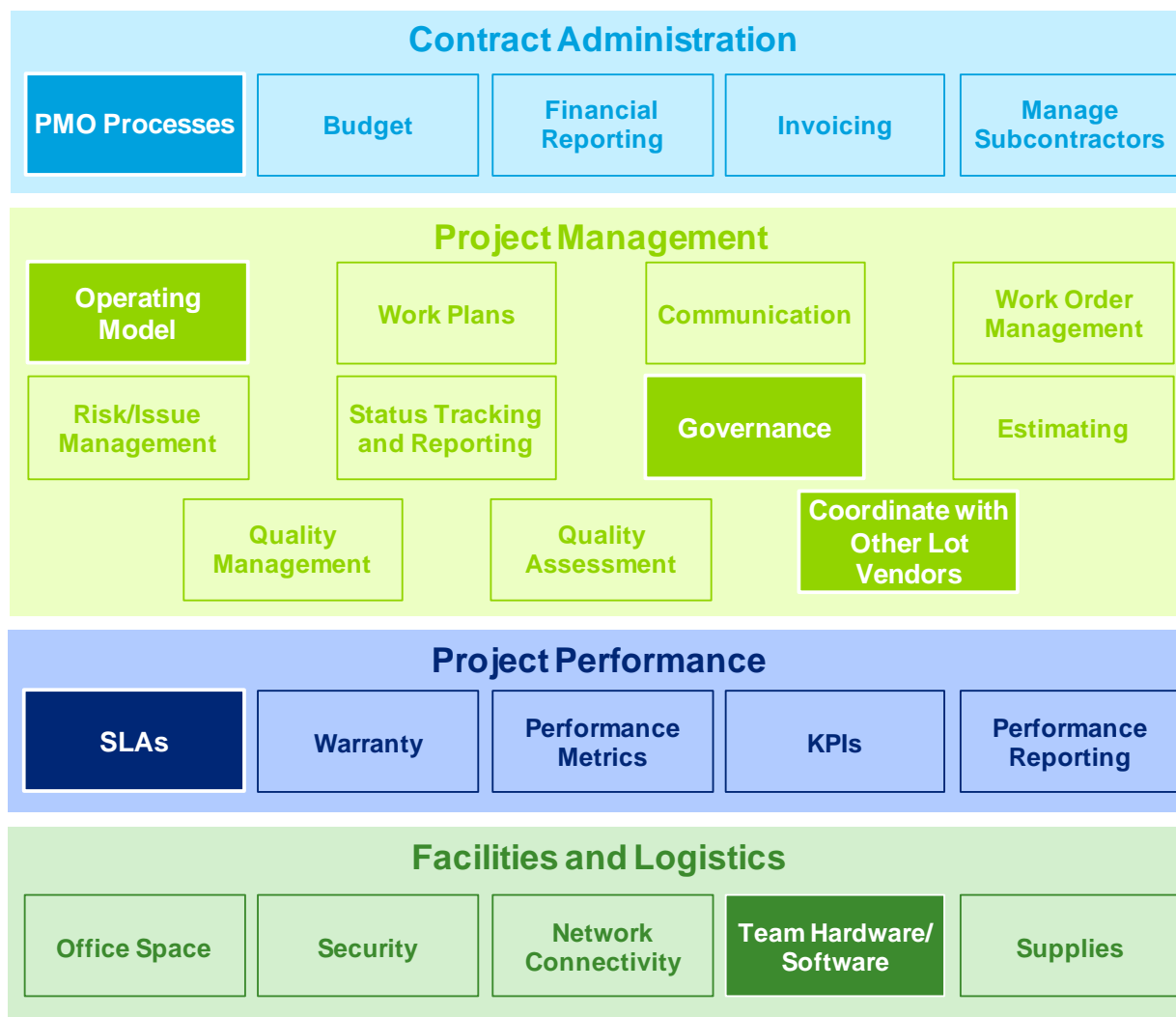


## ***DPW Benefits from Our Focus on What is Needed for Transition***

As described in the introduction to this section, our team can focus our efforts for the Orientation and Knowledge Acquisition phase on only those aspects of the project scope that will be new to our team and are relevant for Lot 6. The first focus area for our team is **Contract Transition** – helping to move our team to the new and modified contract management and operational procedures required for the new Lot structure and the consolidation of some management procedures across the current application teams. The second focus area is **Child Welfare Transition** – knowledge acquisition and turnover of support for the DPW Child Welfare functionalities. Despite our need to perform some level of knowledge acquisition in these areas, it is still clear that our level of transition will be significantly less than that of other vendors, which in turn will allow us to continue moving forward on key initiatives and support activities during the transition period.

### **Contract Transition**

In comparison to our current Integrated Solution and PACSES contracts, for the new DPW IT Services project there will be changes in the areas of contract management and operational procedures. For this transition area, our orientation and knowledge acquisition activities involve modifications to our operational procedures consistent with the new contract and the introduction of a modified governance model that reflects changing DPW governance as well as the introduction of the other Lot vendors.



PA\_DPW-480\_3

**Figure 6.1-11. Key Areas of Contract Transition for the Deloitte Team.**

Against the broad spectrum of contract and project management activities for the DPW IT Services project, six key areas stand out as representing the most significant areas of change for our team in terms of the shortened transition to the new contract.

Throughout this process, we will collaborate with DPW to carefully review the new contract and its impact on operational procedures and how our team operates within this new model. Figure 6.1-11 depicts four operational categories of contract and project administration activities, with a corresponding breakdown of procedures and processes within each:

- **Contract Administration.** Procedures and processes associated with the management of the contract and its provisions, encompassing legal and financial controls as well as the management of our subcontractor interaction.
- **Project Management.** Procedures and processes associated with the day-to-day management of the overall project as well as component work order initiatives. These processes basically reflect the requirements of our PMBOK-based approach to project management and the implementation of DPW’s EPMM methodology.



- **Project Performance.** Monitoring and measurement of formal performance metrics in support of status reporting and the implementation of formal Service Level Agreements to maintain minimum contract performance thresholds.
- **Facilities and Logistics.** Procedures and processes for establishing, maintaining and securing the physical facilities required by our project team.

While many aspects of contract administration and project management will remain consistent under the new contract, in particular we have highlighted **six areas** for which we anticipate changes being required during the transition period. These six areas are also highlighted in Figure 6.1-11. Our scope of contract transition will focus on tasks related to Lot 6. In the rest of this write up in the six areas, we describe our broad capabilities and areas that may need change. We realize that DPW will need to finalize the contract management approach so that there is consistency across lots with other vendors. We will work with DPW during contact transition to support this effort.

The following is a summary of the expected impacts within these six highlighted areas:

1. **PMO Processes.** Working together with the DPW PMO we will analyze the impact of the new Lot 6 contract on our existing Deloitte PMO structure. While we will continue to follow the standardized set of project management procedures already established by the DPW Project Management Methodology and the current DPW PMO, during the transition period we will participate in procedure review to identify areas that should be modified and/or prioritized for improvement such as:
  - **Enhanced Reporting.** While our team already provides several reports at the management level (e.g., issue management, earned value management), enhanced dashboard reports and other reporting requirements will be implemented to confirm Commonwealth needs and project service level agreements are met.
  - **Management Processes.** We have established a strong record of continual process improvement. However, we will look at defining even more collaborative leadership on initiatives to improve the operation of the application support effort and related project initiatives.
  - **Enable Simplification/Integration of Policies, Procedures, and Workflow.** Our knowledge of the current policies and procedures across our existing contracts provides a baseline for consolidating to a single set of leading practices for this new project.



PMO Processes

PA\_DPW-480b

Proposed modifications to PMO processes and procedures will be reviewed with and subject to the approval of the DPW project manager and stakeholders.



2. **Operating Model.** Changes in the operation of the project will occur in the areas of the Software Development Life Cycle and how we manage and deploy our resources across the application teams.



Operating  
Model

PA\_DPW-480c

- **Shared Resources.** With this new contract our approach allows for sharing of resources of various skill levels across teams. This sharing approach benefits DPW by applying the highest level of experience across programs, systems, technology skillsets, etc. For example, using a DTSS technical architect from the Shared Services team across multiple initiatives, such as eCIS and PACSES.
- **Application-specific Experienced Resources.** While we have proposed an expanded ability to share resources across applications, we also recognize that business and technical resources with knowledge and skills with specific applications (e.g., HCSIS, PACSES, PELICAN, etc.) are also required. Our proposed team therefore also includes resources that are directly assigned to a particular application/system set and are not intended to be reassigned throughout the project period.

Over the last several years we have worked with DPW to institute ongoing process improvement based on Capability Maturity Model Integration (CMMI) and Project Management Institute (PMI) principles, leading practices and lessons learned based on our project experience, and ongoing Service Quality reviews from Deloitte leadership external to the DPW project. Our work for DPW is currently assessed at CMMI Level 3; we will work towards promoting our collective team to a **CMMI Level 5 organization**. The new DPW IT Services project and transition period offers a great opportunity to identify and implement changes in operational procedures to specifically address your RFP goals, such as increasing accountability and performance measures. Proposed modifications to project operating procedures will be reviewed with and subject to the approval of the DPW project manager and stakeholders.

3. **Governance.** The governance structure for the DPW IT Services project will be different than that of our current contracts. The team organization will require coordination across multiple DPW project managers, portfolios, program offices, and cross-project systems. Internally through our governance processes we will establish reporting relationships and consistent processes across teams – Project Management, Application Architecture, ITSS, DTSS, etc. Additionally, DPW will be managing activities across multiple vendors with overlapping responsibilities, which will also affect the governance structure for the project.



Governance

PA\_DPW-480d

We are also transitioning and aligning the tools our teams use for project management and task management. For example, we are proposing the consistent use of Project Management Center (PMC) for project management activities across each phase of a maintenance or modification initiative.

4. **Coordinate with Other Lot Vendors.** Other DPW objectives mandated by the new procurement model necessitate an increased level of coordination and communication across the Lot vendors, with the Lot vendors working together as a larger team to meet DPW requirements. A single vendor cannot be awarded all the Lots, but can be awarded Lots 6 and 7 together. While the use of multiple vendors will increase the overall level of coordination required for the project, our collaborative approach to project execution will help to facilitate this coordination. We expect to work in close collaboration with the broad team of participants on this project – our team, DPW staff, and the other Lot vendor teams.

Coordinate with  
Other Lot  
Vendors

PA\_DPW-480e

5. **Service Level Agreements.** During the transition period we will confirm and finalize the Service Level Agreements to be established and monitored for the Lot 6 tasks. These agreements will help provide the required framework for DPW to better monitor contractor performance. Typically SLAs should possess characteristics such as:

SLAs

PA\_DPW-480f

- Defined with sufficient clarity of what is being measured and how the measurements are performed.
- Measurements are meaningful and provide value to DPW.
- Accountability for adherence to the measurements is defined.
- Processes are agreed upon and established to track and analyze each service level (e.g., support level, type, resolution time).

Please refer to *Tab 9, Contract Standards*, for more information concerning the proposed SLAs for the DPW IT Services project.

6. **Team Hardware/Software.** For the new DPW IT Services project we must replace the current team workstations (hardware) with new equipment. As part of this procurement effort we will analyze the needs for our various team members and provide hardware that can be directly attached to the Commonwealth network and deploy the standard Commonwealth workstation image for operating system and base software.

Team Hardware/  
Software

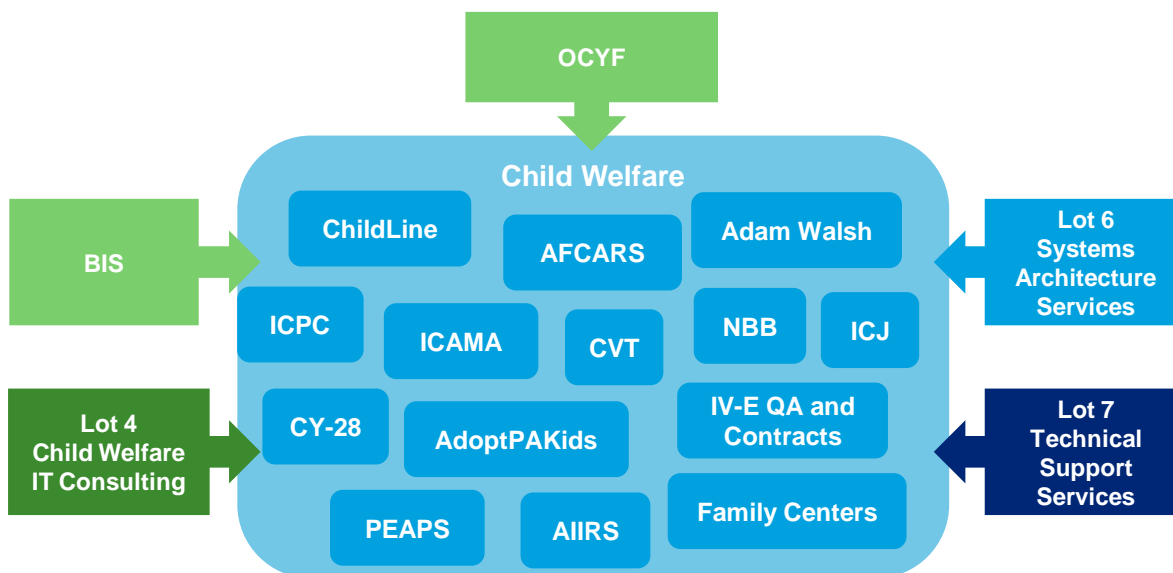
PA\_DPW-480g

As previously noted, our experience in helping DPW to implement the current standardized set of project management procedures will ease our transition to the new project and contract structure. It will also allow us to build upon the established practices and standards of the existing PMO and move forward to help DPW attain CMMI Level 5 compliance.

### Child Welfare Transition

The Child Welfare systems included within the scope of the DPW IT Services project application support effort represent the only applications and systems that are not included within the scope of our current Integrated Solution and PACSES contracts.

Figure 6.1-12 provides a conceptual view of the Child Welfare systems and the high-level stakeholders involved with the support of these systems under the new contract.



PA\_DPW-482

**Figure 6.1-12. Child Welfare Systems.**

We bring an understanding of the Child Welfare systems through our work on the current contracts, as well as our teaming partners and specific members of our team.

We have reviewed the current status in detail of these systems in the preparation of our proposed transition approach. For this analysis we engaged resources from our teaming partner, **Mindteck**, who were recently involved in the maintenance and support of these systems. We also reviewed copies of the child welfare related artifacts from the procurement library in preparation for the response. We also utilized our own Child Welfare-experienced staff, the Allegheny County KIDS team, and members of our ITSS and MCI teams who have been involved in recent estimation work for the Adoption and Foster Care Analysis and Reporting System (AFCARS), OCYF MCI support, and deployment support for AIIRS. Examples of a few key characteristics of these systems that impacted our approach to SRD and GSD include the following:

- ChildLine is a mission critical application, from the perspective of its use in protecting Commonwealth children. It must be available 24x7, and it is critical that information from incoming calls not be lost. However, a lack of integration between the county and state portions of the system results in a significant manual work effort (in conjunction with some automated components such as CY-28) to consolidate and integrate data from multiple sources. It also results in functional constraints such as the inability of one county to view data from another county.
- Investment in some of the Child Welfare systems was deferred pending the completion of the SACWIS Feasibility Study, and as such some of these systems continue to operate but may not be meeting the full set of OCYF functional needs.
- A number of systems – ChildLine, Caseworker Visitation Tracking (CVT), AFCARS – have requirements for data integration that are currently being met through the use of

manual data aggregation processes (using some automated tools) that represent a significant work effort.

- Some of the Child Welfare systems – e.g., AdoptPAkids.org, Adam Walsh – are at least in part maintained through service-related contracts with other third-party vendors.
- The Interstate Compact on Juveniles (ICJ) system is a Unisys Mapper mainframe application. Another key member of our proposed team is Unisys, and as such we are one of the few vendors able to bring significant Unisys experienced resources to the DPW IT Services project.

We have been involved in many projects for which we have assumed support to perform SRD and GSD for an existing application from another vendor or team. A good example of how we have successfully used our transition approach for the Commonwealth is our work on the Pennsylvania Department of Insurance CAPS project, where we assumed responsibility from the prior vendor, Ciber. In this case, not only did we assume maintenance and support responsibilities for the system but we actually completed development of the core software solution after Ciber failed to complete the original development effort.

---

For the Pennsylvania Department of Insurance CAPS project, we assumed responsibility not only for maintenance and support of the system but actually completed development of the core software solution after the prior vendor – Ciber – failed to complete the original development effort.

In addition to our transition approach and our level of experience in taking on an application support effort for an existing application, our team provides a number of strengths with respect to our ability to promptly step in and provide application support to the Child Welfare functionality on day one of the project:

- Our proposed team includes four companies – **Deloitte, Mindteck, S3, and Info-Matrix** – that bring resources with **experience having previously developed and/or maintained many of the Child Welfare systems**. In addition, these team members bring substantial experience with Pennsylvania county Child Welfare systems and programs, including implementation of the **Allegheny KIDS system**. Figure 6.1-13 provides a summary of the Child Welfare experience our team brings to the project. We already have a good understanding of the systems, functionality and programs, which will facilitate the knowledge acquisition effort starting on Day One of the project.
- Our team brings a substantial level of architectural design and implementation experience with the technologies utilized for the Child Welfare applications, including Access, VB6, ASP, ASP.NET, Oracle, SQL Server, etc. Our team also brings unequalled Unisys mainframe knowledge. Correspondingly, the transition efforts for the technology being utilized for the Child Welfare systems will be minimized; the team will primarily focus on reviewing the technical components themselves.

Our team brings a **substantial level of experience with application support across many DPW departments** – understanding of the architectures, solution design and technologies behind the child welfare and other mainframe, client/server and Web-



based applications. This includes procedures and disciplines for application design, architecture review, configuration management, implementation, knowledge transfer, issue and change management, and other critical competencies. Our team will hit the ground running and be able to support the child welfare functionality within the scope of Lot 6 and 7 services.

Company	Yrs of OCYF and County Experience	Notable Experience, relevant to Lot 6 services	Representative Staff
<b>Deloitte</b>	<b>7</b>	Currently supporting the implementation of the Allegheny County KIDS system.	Sadrudin Ali, Raj Gopal, Manan Shah, Beryl Washington, Ajit Kulkarni
<b>Mindteck</b>	<b>6</b>	Provided direct support to DPW Child Welfare systems via ITQ and Staff Augmentation contracts.	Sunil Peter, Vishwas Chandanshive
<b>S3</b>	<b>9</b>	Provided ACYS Child Welfare Information System to 10 Pennsylvania counties.	Joann Lawer, Larry Woods, Bob Cosner
<b>Info-Matrix</b>	<b>13</b>	Experience with supporting Child Welfare systems in 60+ Pennsylvania counties.	Ed Donohue, Ted Shumaker, Barb Wadlinger, Bilaji Bitra, Sanjay Parsi, Ajay Parsi, Sandeep Yadav

**Figure 6.1-13. Summary of Child Welfare Experience.**

Our team provides a significant amount of experience with the DPW and Pennsylvania county Child Welfare systems.

Using the procedures established by our Transition Method approach, the following provides a high-level description of the steps to be followed for the Child Welfare functionality transition effort:

- **Step 1 – Review Existing Documentation.** Our team reviews the existing application components, user documents, data models, design artifacts, etc., associated with the Child Welfare functions. To help with the transition effort and jump-start the turnover of the Child Welfare functionality, we already started review of the child welfare documentation based on what was provided by DPW from the procurement library. Our team could begin the additional detailed reviews of the system artifacts following completion of contract negotiations but prior to the contract notice to proceed date. This would expedite the integration of the Child Welfare functionality into our overall Lot 6 activities, but we would only begin this preparation work prior to the contract start date if that is agreeable to DPW. During this step we catalog the existing documentation (user and technical) for these systems for future reference.
- **Step 2 – Review Other Artifacts.** Our team then reviews other existing artifacts for these systems, such as current open and pending problem reports and change requests. We also review other technology components and design artifacts such as architecture models, data models, current application source code, etc. We assume that the information related to documentation and other component artifacts, including locations of electronic or hard-copy documents, access requirements, most current versions, etc., is known to DPW and will be provided to our team.








- **Step 3 – Interviews.** Our team conducts interviews with DPW BIS and OCYF staff, as well as available staff augmentation (incumbent) resources, to gain additional knowledge about the Child Welfare functionality and related processes and procedures that may not be reflected in the documentation.
- **Step 4 – Create Component Briefs.** The information that we record during this effort is documented in “component briefs” for each of the Child Welfare systems so that they can be referenced by members of our team and by DPW. These briefs continue to be maintained over the life of the project to provide a more complete view of the current Child Welfare systems.

## Experience and Examples

As an incumbent, the background and experience of our team cannot be matched by any of our competitors. Our proposed team is composed of those vendors that are currently teamed with us on the current Integrated Solutions and PACSES contracts to maintain and enhance iCIS, HCSIS, PACSES, PELICAN, Enterprise Services, and related systems. Our current teaming partners have agreed to team with us again, which allows us to maximize the benefits that our team brings to DPW. Our team brings an understanding of the DPW business and technology domains.

Outside of our DPW experience, Deloitte maintains a large Health and Human Services practice. For over 35 years Deloitte has helped federal agencies and 22 U.S. states implement and manage the complex HHS programs that promote the health, safety and well-being of the public. We use our National HHS experience and understanding to enhance the knowledge and capabilities that we bring to the DPW IT Services project. For example, we are using our Data Mining and Predictive Analytics practice to help define business rules and scenarios to help to target Child Support defendants for enforcement actions within PACSES.

Our experience often involves knowledge acquisition and transition to these projects. The figure below provides a few recent examples of Deloitte transitioning to perform SRD and GSD tasks (that are relevant to what is required in this RFP for a Lot 6 offeror) a new system or contract from another vendor using the Deloitte Transition Method. Deloitte brought in program and policy specialization and in each of these projects was actively involved in the formulation of the business and IT strategy prior to development of the solution. We were engaged to design the solution, overall architecture, assess technology options, evaluate COTS vs. Custom solution platforms, and design an overall business solution. Once the strategy was finalized our team as the provider of Lot 7 type services developed and deployed the solutions in our capacity as the overall systems integrator on these projects.

Deloitte Experience Footprint	Project	Deloitte Role in Providing Services Similar to DPW Requirements
<p><b>State of Colorado</b></p> 	<p><b>Colorado Benefits Management System (CBMS)</b></p>	<p>We successfully completed Knowledge Acquisition and Transition of the Colorado CBMS system using our methodology and experience in transitioning and maintaining Benefit Management Systems across the nation. In this case we took over the project from the incumbent vendor HP/EDS transitioning full SDLC tasks specifically overall feasibility, system requirements and general systems design that are relevant to Lot 6 tasks.</p>
<p><b>State of Florida</b></p> 	<p><b>Child Support and Integrated Eligibility</b></p>	<p>We successfully completed Knowledge Acquisition and Transition of the Florida legacy Child Support Enforcement Automated Management System (CAMS) and an Integrated Eligibility using our methodology and experience in transitioning and maintaining child support and eligibility systems across the nation. Transitioning the legacy system from Unisys, we performed full SDLC tasks specifically overall feasibility, system requirements and general systems design that are relevant to Lot 6 tasks.</p>
<p><b>State of Texas</b></p> 	<p><b>Texas Integrated Eligibility Redesign System (TIERS)</b></p>	<p>We successfully completed Knowledge Acquisition and Transition activities for TIERS. In 2005 the Texas Health and Human Services (HHSC) agency awarded a new contract to Accenture to provide services supporting TIERS. Two years later, in June 2007, the state cancelled the contract with Accenture and Deloitte was re-engaged in a sole-source capacity by HHSC to maintain and enhance TIERS. Deloitte managed full SDLC tasks in TIERS, and upon our return we were reengaged to perform the similar services. The full SDLC also included tasks such as feasibility, system requirements and general systems design before we commenced detailed design work.</p>

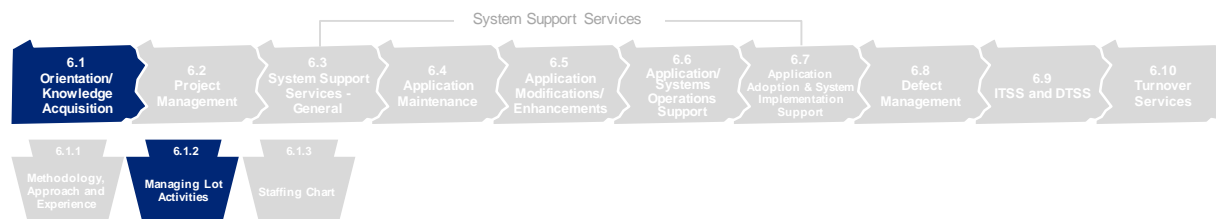
**Figure 6.1-14. Deloitte Transition Experience.**

Representative samples of projects where Deloitte successfully transitioned into support activities from another vendor.





## 6.1.2 Managing Lot Activities



PA\_DPW-201b\_4

II	Page II-3	RFP Reference: II-3. Work Plan
----	-----------	--------------------------------

Provide a description of the Offeror's plan and approach for managing the Lot's Required Activities and Tasks.

Our approach to the transition effort for the new contract accommodates changes in operational procedures consistent with the contract and results in a shortened 30-day transition period in comparison to that requested in the RFP. Our proposed plan and approach for managing lot activities for Orientation and Knowledge Acquisition for support of the Child Welfare functionality is based upon the use of elements of our Deloitte Transition Methods as necessary. Our plan and approach for managing Lot 6 activities is underpinned by a key principal of balancing continuity of operations and establishing a solid foundation for moving forward to improve and enhance an already existing system.

### Issues, Risks and Proposed Solutions

II	Page II-3	RFP Reference: II-3. Work Plan
----	-----------	--------------------------------

During this discussion, the Offeror should identify potential issues/risks and proposed solutions.

Each of our HHS projects that included orientation and knowledge acquisition efforts has afforded us the opportunity to refine our transition approach; this includes our prior transition efforts for the current DPW Integrated Solutions contract. These project experiences have provided an opportunity to identify common transition issues and risks. They have potential solutions to mitigate these issues/risks through the incorporation of leading practices and lessons learned. Our understanding of DPW's business processes, systems, policies and procedures also provides a basis of understanding for issues and risk specific to the DPW enterprise, which we have also incorporated into our proposed approach for the transition effort. The table below lists the most important risks and issues associated with the transition effort, and their potential impact to DPW. We also provide a brief description as to how these risks can be mitigated by choosing Deloitte for Lot 6.



Issue/Risk	Deloitte's Mitigation Strategy
<p><b>Stalling of In-flight Initiatives During Transition</b></p> <ul style="list-style-type: none"> <li>• A complete deflection of current Deloitte contracted resources towards transition to new vendors during transition will stall critical in-flight initiatives</li> </ul>	<p>By selecting Deloitte as the Lot 6 offeror, a majority of the currently contracted resources will be able to continue driving feasibility, system requirements, GSD and feasibility support for critical initiatives throughout the transition period.</p>
<p><b>Orientation/Knowledge Acquisition Extending Beyond the Defined Six Month Period</b></p> <ul style="list-style-type: none"> <li>• Inability for the selected vendor to recruit, hire, relocate, and on board hundreds of qualified resources.</li> <li>• Inability to identify and build out office space.</li> <li>• Time to learn the “ways of DPW” and establish relationships with your contract management, program, and IT personnel.</li> <li>• For systems developed over a decade there is no amount of knowledge transfer that will achieve 100 percent understanding of your application systems and platforms.</li> </ul> <p><b>Potential Impact:</b></p> <ul style="list-style-type: none"> <li>• Reduced productivity and throughput</li> <li>• Inability to meet contractual responsibilities</li> <li>• Diversion of DPW focus from critical day-to-day operations and new initiatives.</li> </ul>	<p>Deloitte’s staffing approach consists of personnel that bring DPW experience, technical knowledge and established working relationships with DPW staff:</p> <ul style="list-style-type: none"> <li>• Resources are primarily local, established, and members of the community. We do not need ramp up time – we are already here.</li> <li>• Resources bring a clear understanding of the way DPW conducts business both contractually and in their system design and implementation approaches.</li> <li>• Resources bring on average 10 years of experience in your existing application systems. This improves our performance while reducing downstream impact while performing production fixes, maintenance or modification projects.</li> <li>• Resources bring established, working relationships throughout your contract management, program, and IT organizations.</li> <li>• Resources bring more than 10 years of experience in your existing program areas. This improves our performance with better DSD through testing and adoption aligned with the needs of DPW and citizens.</li> <li>• Resources can hit the ground running and will be able to keep your in-flight initiatives “in-flight”.</li> </ul> <p>Deloitte’s established Public Sector Delivery Center in Camp Hill, PA.</p> <ul style="list-style-type: none"> <li>• The Center has enough square footage for growth.</li> <li>• There is also no need to provide space, equipment, and supplies for transition/ramp up activities.</li> <li>• Investment in a connection to the Commonwealth network does not have to be lost.</li> </ul>



Issue/Risk	Deloitte's Mitigation Strategy
<p><b>Additional Coordination Across Stakeholders</b></p> <ul style="list-style-type: none"> <li>• Additional oversight.</li> <li>• Added time to instruct new vendor on Pennsylvania programs.</li> <li>• Additional time to analyze legislation and impact on program areas.</li> <li>• Time and resources to instruct new vendor on your IT standards, policies, and procedures and reduce the gap on the new vendor's policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Our team has a more than 10 years of experience in your existing IT standards, practices and procedures. In fact, together we have helped you establish many of these standards. Some examples are DPW Data Privacy Standard, DPW Role Life cycle Management, DPW Web Application Security Standard, DPW IT Security Incident Reporting Policy, and DPW Unified Security for Web Applications.</li> <li>• Through ITSS and our direct support personnel, we bring the in depth knowledge of your infrastructure and can not only proactively advise you of potential issues, but actively support you when/if they arise. ITSS acts as your advocate to the project teams and provides the vehicle for promulgating new standards, policies, and procedures. They also act as your guardian to help confirm that these are followed. You won't need time to establish this organization, Deloitte brings you that today.</li> <li>• The proposed team has a collective 10 years of functional experience and we fully understand how you have these entitlements and benefit programs. In many areas, we are right there on the front lines with you evaluating impacts of new or updated policy initiatives on both your program areas and application systems.</li> </ul>
<p><b>Retiring Workforce/Succession Planning</b></p> <ul style="list-style-type: none"> <li>• It is anticipated that a number of key Commonwealth staff will be retiring over the course of the new contract. This will reduce the institutional knowledge from the Commonwealth team needed to onboard new resources.</li> </ul>	<ul style="list-style-type: none"> <li>• With our DPW institutional knowledge built over the many years of working side by side with your key staff Deloitte provides an additional "bridge" to your future.</li> </ul>

**Figure 6.1-15. Issues/Risks for Orientation and Knowledge Acquisition.**

A description of possible risks and how our approach will help DPW to mitigate the impact of these issues/risks.

By selecting Deloitte, the Commonwealth not only avoids a time consuming and resource-intensive transition and turnover process but also reduces the risks and complexities associated with transitioning to a new vendor. In the table below, we present a summary of key transition areas to be addressed during the Orientation and Knowledge Acquisition period and considerations for how our team can significantly reduce risk in these areas for the tasks relating to Lot 6.



Transition Area	Key Benefits of the Deloitte Team in Reducing Risk to DPW During Transition
<b>Organization and Staff Transition</b>	
<b>Technical and management staffing level</b>	A well balanced and appropriate mix of staff is required to bring the level of knowledge, experience and background to support the Lot 6 services needed for in-scope systems. A new vendor needs the right experience mix in terms of both business and technical subject areas to support the complex technical architecture and level of integration of the DPW systems.
<b>Staff with effective mix of relevant experience</b>	Critical understanding and skills are required to effectively understand the architectures, technologies, business functionality and platforms for the applications, systems, services and COTS products included within the scope of this project. A new vendor needs to have a track record of attracting and retaining quality personnel with key skills.
<b>Effective and productive relationship with Commonwealth counterparts</b>	Everyday working relationships and trust between team members are a hallmark of a successful project, and are a key part of the collaborative environment that has been established with the current projects. Developing this takes time and is not always a smooth process. A new vendor needs time to effectively develop a cohesive approach to managing the DPW systems support effort.
<b>Setup and Planning Transition</b>	
<b>Infrastructure setup</b>	A significant amount of time is required to get a new vendor team effectively established at DPW. This includes a facility, computers, email accounts, access to systems, network connectivity and software.
<b>Communication with DPW staff and stakeholders</b>	Strong communication protocols need to be in place to provide clarity and effectively collaborate. A new vendor needs to learn who the key players are at DPW and interfacing agencies in order to develop successful working relationships with them.
<b>Planning meetings</b>	Keeping DPW management and executive level stakeholders informed on the status of the project is critical. A new vendor needs to develop a structured approach to developing management reporting across the project, especially during the transition period.
<b>Process Knowledge Transition</b>	
<b>Understand current activities and issues</b>	In depth understanding of the current project activities and issues helps support DPW in making more informed technology and business decisions. A new vendor needs to quickly learn and develop a detailed understanding of the current tasks, issues and support activities in order to take immediate action when critical items come up.
<b>Business knowledge</b>	Any amount of documentation cannot replace years of experience embedded in the minds of our knowledgeable staff. A new vendor likely needs a minimum of 12-18 months before they are fully up to speed on how the broad spectrum of DPW program areas operate and the role the DPW systems play in it. The resulting impact to projects currently in progress is apparent.



Transition Area	Key Benefits of the Deloitte Team in Reducing Risk to DPW During Transition
<b>Commonwealth goals and priorities</b>	Ongoing flexibility to make adjustments even late in the release cycle is often necessary in order to meet goals and priorities. A new vendor needs to learn and understand the importance of executing the priority goals and initiatives of DPW. They need to make sure they are able to shift and make changes, often mid-project, in order to meet these goals, priorities and timelines. They need to work with DPW in implementing initiatives with novice DPW system experience and new procedures.
<b>Operations Responsibility Transition</b>	
<b>Interaction with other State agencies</b>	DPW systems interface with other Commonwealth agencies to exchange sensitive information. A new vendor needs to develop relationships with DPW BIS and program area staff as well as key members in each agency that interacts with the DPW systems.

**Figure 6.1-16. Examples of Risk Mitigation Provided by the Deloitte Team.**  
Specific examples of how our team helps to mitigate the transition of specific DPW business and technical domains.

## Processes and Tools

<b>II</b>	Page II-3	RFP Reference: II-3. Work Plan
-----------	--------------	--------------------------------

For each of the Lot's Required Activities and Tasks, describe the processes that will be followed and tools that will be used; describe the reports that will be used to track, monitor work, and measure performance.

As the incumbent maintaining the DPW systems and providing full SDLC support, Deloitte has used our jointly developed SDM methodology to successfully deliver high quality services. Over the years, we have tailored our processes and tools to meet DPW's policies, standards and guidelines while also accounting for the operating procedures of respective DPW organizations. The following is a high level description for each of the activities to be performed during the Orientation and Knowledge Acquisition phase. We recognize that many of the tools and processes are directly relevant to the services provided by the Lot 7 vendor. Given that DPW may request the Lot 6 offeror to provide support "as needed" we believe that having a detailed understanding is important for the overall success of the transition period. In the rest of this section, we have provided a list of the tools and reports that we will use as the basis for coordination with DPW, and with other lot vendors.

For each activity we have include a list of processes and identified tools to help manage these processes.

### **Activity 1: Transition Planning**

Prepare and submit a comprehensive Orientation/Knowledge Acquisition (OKA) Transition Plan. The OKA Transition Plan is one of the assets of the Transition Planning phase. It establishes the transition entrance and exit criteria.

Process	Tools
<b>Establishment of Transition entrance and exit criteria</b>	Microsoft Word will be used to develop the entrance and exit criteria for the transition process.
<b>Prepare and submit a comprehensive Orientation/Knowledge Acquisition (OKA) Transition Plan.</b>	Microsoft Word will be used to develop the Orientation/Knowledge Acquisition (OKA) Transition Plan.

**Figure 6.1-17. Summary of Activity 1 Transition Planning.**  
Summary of processes and tools encompassing this activity.

## **Activity 2: Contract Transition**

During the transition period our team will review and confirm the changes to be made to the project management and operating models in comparison to the current contracts. As part of this effort our team will also confirm and implement the new Service Level Agreements and monitor corresponding metrics to be enforced for the new project work effort.

Process	Tools
<b>Review the Change Control process</b>	Microsoft Word will be used to document the change control and Microsoft Visio will be used to graphically represent the Change Control process.
<b>Prepare readiness assessment documents and checklists. Conduct formal readiness walkthrough with the Commonwealth</b>	Microsoft Excel will be used to develop the readiness checklist document.
<b>Refresher orientation and training for Deloitte staff on organization, functional responsibilities, and operational procedures</b>	Microsoft PowerPoint slides will be used as training material for the Deloitte staff
<b>PMO Operating model review</b>	Microsoft Project and Work will be used to review and modify the PMO Operating model.

**Figure 6.1-18. Summary of Activity 2 Contract Transition**  
Summary of processes and tools encompassing this activity.

## **Activity 3: Child Welfare Transition**

The knowledge acquisition effort for the Child Welfare functionality will span each phase of our transition methodology.

Process	Tools
<b>Review and document the on-going system requirements and design activities for the Child Welfare systems</b>	Microsoft Word will be used to develop the on-going development and maintenance activities.
<b>Prepare readiness assessment documents and checklists. Conduct formal readiness walkthrough with the Commonwealth</b>	Microsoft Excel will be used to develop the readiness checklist document.

**Figure 6.1-19. Summary of Activity 3 Child Welfare Transition.**  
Summary of processes and tools encompassing this activity.





## Activity 4: Project and Contract Coordination with Other Lot Vendors

As part of the new project it will be necessary to establish strong and frequent communication and coordination with the other Lot vendors. The Lot 7 vendor is required to provide training to our team for the proposed defect management system

Process	Tools
<b>Development of communication materials</b>	Microsoft Word will be used to develop the communication materials.
<b>Receive training for the defect management system</b>	Defect management system to be proposed by the Lot 7 vendor.
<b>Project and Contract coordination with other vendors</b>	Microsoft Word will be used to develop the project and contract coordination with other vendors.

**Figure 6.1-20. Summary of Activity 4 Project and Contract Coordination with Other Lot Vendors.**  
Summary of processes and tools encompassing this activity.

## Activity 5: Continue On-going Maintenance and Modification Activities

Balancing continuity of operations and establishing a solid foundation for moving forward to improve and enhance an already existing system is at the forefront of our mind when defining our transition approach. During the transition period our team will continue to provide systems architecture and application support services for the DPW systems.

## Reports

<b>II</b>	Page <b>II-3</b>	RFP Reference: II-3. Work Plan
-----------	---------------------	--------------------------------

For each of the Lot's Required Activities and Tasks, describe the processes that will be followed and tools that will be used; describe the reports that will be used to track, monitor work, and measure performance.

Our team will provide reports at the management level and as required to update project stakeholders on knowledge acquisition status and performance statistics. Based on the contract, reporting requirements will be reviewed to confirm DPW's needs and any corresponding SLA considerations. The following is a representative list of the types of reports that are generated during the transition period:

- **Transition Kickoff Presentation.** Provides an overview of the Orientation and Knowledge Acquisition period including activities to be completed, a breakdown of roles and responsibilities between team members and stakeholders, and an overall transition schedule.
- **Transition Weekly Status Report.** Summarizes key progress and status information in a visual format, as a dashboard. The report will also include progress and compliance with transition success criteria established in conjunction with DPW.
- **Issue and Risk Report.** Provides a snapshot of the open issues and risks during the transition period.





- **Change Request Report.** Summarizes open change requests and their status.
- **Work Plan Status.** Includes completed tasks, progress against the baseline, upcoming planned activities and schedule changes (if any).
- **Outreach Materials.** Provides an update on transition activities to keep stakeholders and users throughout the Commonwealth up to date on project and system activities, planned enhancements, upcoming releases, etc.

## Management Controls, Communication, and Evaluation

<b>II</b>	Page <b>II-3</b>	RFP Reference: II-3. Work Plan
-----------	---------------------	--------------------------------

Describe the management controls that will be used to identify and manage risk, maintain project schedules, ensure the quality of the work, and meet all of the performance expectations. Based on its experience, the Offeror should include a discussion of its formal and informal communication processes within a project of this nature. The Offeror should also address its approach to internally monitoring and evaluating its effectiveness in meeting the RFP requirements for the Lot throughout the course of the contract.

Management controls, formal and informal communications processes, and monitoring and evaluating of effectiveness are managerial functions that we use to identify and monitor potential errors for which we perform the necessary corrective actions. These functions on a project of this nature include planning, organization, staffing and directing of work to minimize deviation from standards and to achieve the stated goals of the organization. We establish controls by setting standards and based on these internal controls, measure and evaluate actual performance to these against these goals. Communication processes, internal and external to the project organization, are the means for facilitating these control mechanisms and the resulting corrective actions.

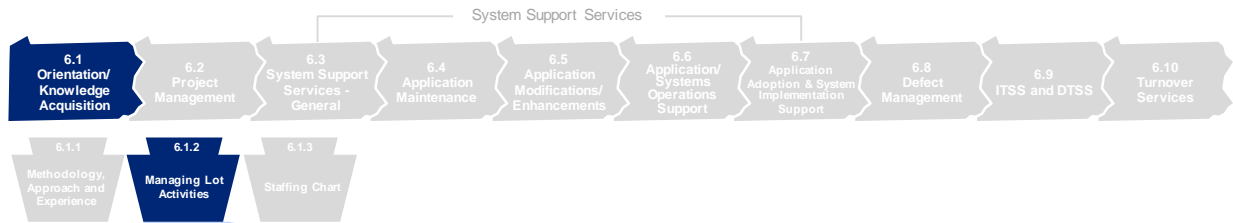
Orientation and Knowledge Acquisition Process	Deloitte Approach
<b>Plan</b>	<ul style="list-style-type: none"> <li>• Establish Orientation and Knowledge Acquisition (OKA) Transition Plan</li> <li>• Confirm resource needs</li> <li>• Finalize detailed work plan</li> </ul>
<b>Organize</b>	<ul style="list-style-type: none"> <li>• Conduct Transition Kick-off Meeting</li> <li>• Review OKA Transition Plan with DPW stakeholders</li> <li>• Incorporate DPW feedback to the OKA Transition Plan and Obtain Sign-off</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>• Assign specific resources to transition activities</li> </ul>
<b>Direct</b>	<ul style="list-style-type: none"> <li>• Conduct weekly team meetings</li> <li>• Review status of transition tasks and activities</li> <li>• Take corrective action as required</li> </ul>



Orientation and Knowledge Acquisition Process	Deloitte Approach
<b>Communicate</b>	<ul style="list-style-type: none"><li>• Attend transition status meetings</li><li>• Engage program offices through governance meetings</li><li>• Facilitate user/stakeholder communication</li></ul>
<b>Evaluate</b>	<ul style="list-style-type: none"><li>• Monitor knowledge acquisition performance measures</li><li>• Evaluate and adjust resource plan</li></ul>

**Figure 6.1-21. Management Controls, Communication, and Evaluation Summary.**  
Categories of activities and how they relate to different processes within the Orientation and Knowledge Acquisition phase.

## 6.1.2.1 Orientation/Knowledge Acquisition Transition - Offeror Responsibilities



PA\_DPW-206a\_4

6.1.2.1	Orientation/Knowledge Acquisition Transition - Offeror Responsibilities
6.1.2.2	Orientation/Knowledge Acquisition Transition - Plan
6.1.2.3	Orientation/Knowledge Acquisition Transition - Deliverables and Outcomes
6.1.2.4	Orientation/Knowledge Acquisition Transition - Commonwealth Responsibilities
6.1.2.5	Orientation/Knowledge Acquisition Period - Deliverables and Outcomes
6.1.2.6	Orientation/Knowledge Acquisition Period - Commonwealth Responsibilities
6.1.2.7	Required Items

### Comprehensive Orientation/Knowledge Acquisition Plan

<b>IV</b>	<b>Page IV-308</b>	<b>RFP Reference: 1. Orientation/Knowledge Acquisition Transition Offeror Responsibilities for Lot #6 and Lot #7</b>
-----------	--------------------	--

a. The selected Offeror will prepare and submit a comprehensive Orientation/Knowledge Acquisition (OKA) Transition Plan. The OKA Transition Plan will incorporate the activities necessary to turn over the business systems in an orderly manner. The plan will address specialized business and technical transition of all in scope systems and operations (i.e., DPW and PACSES Environments). The plan must address the resources required for the turnover including those from the Department, incumbent contractor, and new contractor if any. Additionally, the plan will identify the system turnover objectives and work plan activities on a Gantt chart and document activity time frames and responsibilities. The OKA Transition Plan will be submitted to DPW for final review and approval.

At the beginning of our transition effort, we prepare and submit an Orientation and Knowledge Acquisition (OKA) Transition Plan to guide the execution of the transition, facilitate communication across stakeholders, and provide a baseline for progress measurement. Our Orientation and Knowledge Acquisition Transition Plan focuses on the two main areas of significant difference between this new contract and our current Integrated Solutions and PACSES contracts:

- **Contract Transition.** Moving our team to the new and modified contract management and operational procedures required for the new Lot structure and the consolidation of some management procedures across the current application teams.
- **Child Welfare Transition.** Knowledge acquisition and turnover of support for the DPW Child Welfare functionality.

We also focus on the specific set of transition and handoff's needed given our role as the Lot 6 offeror. These set of transition tasks will be heightened for Lot 7 coordination, since the SDLC linkages and handoff's are more "joined at the hip" and will require multiple touch points and back and forth during the project life cycle to complete the tasks needed to complete the full SDLC.



We have been through the transition process in the last contract; we have learned your business, systems, people and operational practices. We have jointly developed our methodologies, including procedures, templates and tools to more effectively work with DPW and comply with your standards and policies. Our commitment to the Commonwealth is evidenced by a consistent track record of success that includes on-time releases and availability of production systems.

We have worked closely with other state government clients in Florida, Wisconsin, West Virginia, and other states to develop transition plans and implement them for their HHS applications. The focus has been two-fold: address strategic business needs and challenges, as well as maintain the business operations.

We provide an example of the Table of Contents page from our proposed OKA Transition plan in Figure 6.1-22.

<b>Orientation / Knowledge Acquisition Transition Plan Contents</b>	
Introduction .....	3
Document Purpose.....	3
Transition Scope .....	4
Transition Description / Goals and Objectives .....	4
Success Criteria .....	4
Scope Definition .....	4
Out-of-Scope.....	4
Transition Risks, Constraints, Dependencies, and Assumptions.....	4
Transition Organization .....	6
Roles & Responsibilities .....	6
Transition Organization Chart.....	9
Escalation Procedures.....	10
Organization of Work .....	11
Tasks and Activities for Transition .....	11
Schedule for Transition.....	11

PA\_DPW-1194

**Figure 6.1-22. Orientation and Knowledge Acquisition Transition Plan.**  
Deloitte's transition plan identifies transition scope, organization, tasks and activities for transition, and schedule.

Our OKA Transition Plan provides a proven set of management practices and procedures designed to effectively manage the DPW orientation and knowledge acquisition effort. The plan is the thread that brings components together in order to execute DPW project transition goals as well as to monitor and control tasks, while improving upon our established processes and procedures.

This plan guides the execution of the transition effort, facilitates communication across stakeholders, and provides a baseline for progress measurement.

The plan describes our reporting approach including content of status reports, frequency, distribution approach, and stakeholders included on distribution. We present the sections of the OKA Transition Plan in the following table.

OKA Transition Plan Section	Transition Management Details
<b>Project Scope</b>	This section will detail the scope of the Orientation and Knowledge Acquisition Phase, including success criteria, scope, out-of-scope, and project risks, constraints, dependencies, and assumptions. The main theme of this section is that the scope of the Orientation and Knowledge Acquisition Phase is to perform an operational transformation to meet the DPW goals for the new contract.
<b>Project Organization</b>	This section details roles and responsibilities and presents an organization chart. The Orientation and Knowledge Acquisition Phase organization chart and corresponding roles and responsibilities is included in this section of the plan. We will work with DPW to identify the roles and responsibilities of DPW staff involved with the transition. These roles primarily involve participating in operational procedure reviews with our team, collaboratively identifying required procedure modifications, and reviewing and approving the final transition plan.
<b>Escalation Procedures</b>	This section details how transition related issues will be escalated within our team and the DPW management structure.
<b>Organization of Work</b>	A mutually agreed upon timeline for the transition period will be included in this section. It will include the major tasks for reviewing and modifying operational procedures.

**Figure 6.1-23. Proposed Transition Plan.**  
Proposed sections to be included within our proposed OKA Transition Plan.

Highlights of the OKA Transition Plan include:

- Descriptions, scheduling and assignments for activities specific to the Contract Transition effort. These activities include:
  - Review of the new PMO operations model and related processes
  - Review the updated Issue Management, Risk Management, Change Control, and other related project management processes
  - A readiness assessment of our team’s ability to begin using the new and/or updated procedures
  - Refresher orientation and training for Deloitte staff on organization, functional responsibilities, and operational procedures
- Descriptions, scheduling and assignments for activities specific to the Child Welfare Transition effort. These activities include:



- Review of child welfare related SRD and GSD for the child welfare systems, and also available documentation from the document library
- Requirement to create “component briefs” for Child Welfare systems being supported
- Schedule of interviews with DPW and staff augmentation resources currently supporting these systems
- Requirements for job shadowing, peer-to-peer mentoring, structured component reviews and code walkthroughs, and other knowledge acquisition activities
- Requirements for Periodic assessments of the transition effort and the progress of our team in terms of their ability to support the additional systems. Adjustments to the transition plan and specific knowledge acquisition activities are made to help address identified deficiencies within the transition time frame if possible.

The OKA Transition Plan will meet each of the specific DPW requirements:

DPW Requirements	OKA Transition Plan Section
<b>Incorporate the activities necessary to turn over the business systems in an orderly manner.</b>	Transition Scope
<b>Address specialized business and technical transition of the in-scope systems and operations (i.e., DPW and PACSES Environments).</b>	Transition Scope
<b>Address the resources required for the turnover including those from the Department, incumbent contractor, and new contractor if any.</b>	Transition Organization, Roles and Responsibilities, Escalation Procedures
<b>Identify the system turnover objectives and work plan activities on a Gantt chart and document activity time frames and responsibilities.</b>	Organization of Work

**Figure 6.1-24. Proposed Transition Plan Meets DPW Requirements.**

A summary of how our proposed plan meets DPW requirements specified in the RFP.

## ***Well Planned and Executed Transition of On-Going Development and Maintenance Activities***

<b>IV</b>	Page <b>IV-309</b>	RFP Reference: 1. Orientation/Knowledge Acquisition Transition Offeror Responsibilities for Lot #6 and Lot #7
-----------	-----------------------	---

b. The selected Offeror must provide a well planned and executed transition of the on-going development and maintenance activities currently being executed by the incumbent vendors associated with the systems and functions included in the scope of this RFP.

As an incumbent, we propose a transition that involves changes in operational procedures consistent with the contract and support for Child Welfare. Throughout this process, we collaborate with DPW to carefully review the new contract and its impact on operational procedures and staffing. As stated in DPW’s requirements, the ongoing maintenance, operations and enhancements activities must continue without interruption into the operations phase.



Specifically for the transition of on-going requirements, design and other activities related to providing system architecture support, our transition effort focuses on the requirements for the inclusion of the Child Welfare systems into the scope of the application support effort. Overall, our team focuses on providing:

- Basic support for on-going feasibility, system requirements and design activities
- Ongoing application support as well as the work associated with the current modification initiatives for each of the in-scope systems.
- Provide support as requested for the deployment of maintenance releases to the production systems
- Continue to provide the feasibility, system requirements and General Systems Design by interacting with Lots 1 – 5, and handing off to Lot 7 vendor.

### ***Knowledge Transfer without Disrupting Business Operations or Timely Delivery of Citizen Services***

<b>IV</b>	Page <b>IV-309</b>	RFP Reference: 1. Orientation/Knowledge Acquisition Transition Offeror Responsibilities for Lot #6 and Lot #7
-----------	-----------------------	---

c. The selected Offeror must ensure that knowledge transfer occurs in such a manner to enable its staff to confidently assume ownership, independently manage, modify, enhance, and maintain the in -scope operational systems without disrupting business operations or timely delivery of citizen services.

We understand the importance of the daily business operations of DPW and the timely delivery of services to the people of the Commonwealth. Our position benefits DPW because as the incumbent we can complete the transition to the new DPW IT Services project without impacting ongoing project initiatives, ongoing application support activities, and other ongoing DPW business. We plan to continue existing staff, including members of our existing Project Management, Application, and Technology teams. Our experienced team understands the complexity of the DPW systems and operations and the underlying policy and business drivers that have influenced their evolution.

We will require minimal transition activities, focused on Contract Transition and the Child Welfare Transition, to comply with the requirements of the new contract and to assume application support responsibility for the Child Welfare systems. However, orientation and knowledge acquisition for the large majority of the DPW systems, the technology architecture and corresponding design elements is not needed. Our experienced staff provides support to mission critical activities that occur during the transition period that directly affect people in need in the Commonwealth.





## ***On time Turnover without Disruption of Services to Users, Clients and/or Beneficiaries***

**IV**

Page  
**IV-309**

RFP Reference: 1. Orientation/Knowledge Acquisition Transition Offeror Responsibilities for Lot #6 and Lot #7

d. The selected Offeror must receive the turnover of the operation and management of all in-scope operational business functions no later than the end of the transition period. This turnover must be planned and managed in an orderly fashion so that no disruption of service to users, clients, and/or beneficiaries takes place.

As described in previous subsections, transition activities for the turnover of the application support responsibilities for approximately 98 percent of the in-scope DPW systems is not required as this is work we already perform as the incumbent. Transition for the approximately 2 percent of the remaining application support responsibilities, representing Child Welfare not currently included in the scope of our Integrated Solution and PACSES contracts, is accomplished via a systematic transition effort that is accomplished by our team without disruption to the DPW users, clients and/or other stakeholders.

We are committing to a contract transition period of 30 days for Lot 6, significantly less than the 6 months required within the RFP. We also complete the transition for child welfare functionality specific to the Lot 6 activities within 60 days. However, even while executing the transition activities our team continues to function in their application support roles with no impact to DPW business operations. DPW can therefore continue to maximize time and resources on providing critical services for the people of the Commonwealth.

We recognize that other Lot vendors will also be involved in the transition period. We will work collaboratively with DPW to support those transition efforts consistent with overall DPW objectives.

### ***Managing Transition Plan Execution***

**IV**

Page  
**IV-309**

RFP Reference: 1. Orientation/Knowledge Acquisition Transition Offeror Responsibilities for Lot #6 and Lot #7

e. Upon approval of the Transition Plan, the selected Offeror will begin transitioning the business systems and provide the transition progress assessments and status updates. Offeror will coordinate with DPW regarding transition tasks prioritization issues or conflicting activities interfering with maintaining and operating the systems.

As described in a prior subsection, at the beginning of our transition effort we prepare and submit an Orientation and Knowledge Acquisition (OKA) Transition Plan to guide the our execution of the transition activities, facilitate communication across stakeholders, and provide a baseline for progress measurement. Our OKA Transition Plan progress is reviewed and tracked using the same procedures as the other project activities. Formal reviews are conducted with designated DPW stakeholders as well as other Lot vendor representatives.

Our management of the OKA Transition Plan execution meets each of the specific DPW requirements.



OKA Transition Plan Execution Requirement	Deloitte Managing OKA Transition Plan Execution
<p><b>OKA Transition Plan is reviewed and approved by the designated DPW management staff and/or stakeholders.</b></p>	<ul style="list-style-type: none"> <li>• On Day One of the project we will submit our draft OKA Transition Plan for review by DPW management staff and stakeholders. We work collaboratively with DPW to address identified issues and/or incorporate review feedback.</li> <li>• In addition to the initial transition plan review, we conduct periodic meetings to assess the transition effort and the progress of our team in terms of their ability to support the additional in-scope Child Welfare. Adjustments to the transition activities are made in the context of an updated OKA Transition plan to help address identified deficiencies.</li> </ul>
<p><b>Upon approval of the Transition Plan our team begins transitioning the additional in-scope business systems and provides transition progress assessments and status updates.</b></p>	<ul style="list-style-type: none"> <li>• The status of transition plan progress is summarized within the weekly status reports and corresponding status meetings.</li> <li>• Transition plan progress reports are created to report on and confirm the achievement of specified performance objectives and plan milestones.</li> <li>• Team members specifically focused on knowledge acquisition activities complete individual progress reports to confirm the achievement of knowledge acquisition goals, identify gaps (if any) and define corresponding actions to address the gaps.</li> <li>• Key to successful transition is using an iterative process of reviewing and revalidating objectives in order to achieve the desired level of orientation and knowledge acquisition.</li> </ul>
<p><b>Coordinate with DPW regarding transition tasks prioritization issues or conflicting activities interfering with maintaining and operating the systems</b></p>	<ul style="list-style-type: none"> <li>• Task prioritization is reflected in the OKA Transition Plan reviewed and approved by DPW at the start of the transition effort.</li> <li>• Throughout the Orientation and Knowledge Acquisition period we maintain appropriate focus on the transition effort while continuing to support any functional tasks consistent with Lot 6 offeror services relating to the DPW systems.</li> <li>• Our team maintains a transition task prioritization list and provides update to DPW as part of our periodic status reporting process.</li> <li>• Priorities for tasks that need to be changed are sent to DPW for approval and an updated task prioritization list is sent to the stakeholders.</li> </ul>

**Figure 6.1-25. Summary of Key Execution Requirements for the Transition Plan.**  
Summary of key activities associated with managing the OKA Transition Plan and how they meet DPW requirements.



## Transition Results Report

<b>IV</b>	Page <b>IV-309</b>	RFP Reference: 1. Orientation/Knowledge Acquisition Transition Offeror Responsibilities for Lot #6 and Lot #7
-----------	-----------------------	---

f. At the end of the transition phase, the selected Offeror will prepare the OKA Transition Results Report. This will document the completion of turnover activities, and will provide status of each high-level task and activity that took place during the transition period. The report will highlight how each of the objectives stated in the Transition Plan have been achieved and the resolution of issues identified and prioritized during the turnover process.

The reporting of transition results is a critical step in the orientation and knowledge acquisition process. It provides a level of confidence to DPW that our team is capable of taking over the new aspects of this project and assuming responsibility for the support of the DPW systems.

We will provide an OKA Transition Result Report that outlines the activities in the OKA Transition Plan and clearly describes and presents the completion status of those activities, as well as the achievement of performance objectives specified in the plan. The activities are related to the scope of work that is consistent with what is expected of the Lot 6 offeror. The report provides information about the activities, attainment of success criteria, and a summary of the risks and issues identified and resolved during the transition process. The report is assembled on a weekly basis along with the transition summary reports and individual progress reports.

Our OKA Transition Results Report meets each of the specific DPW requirements:

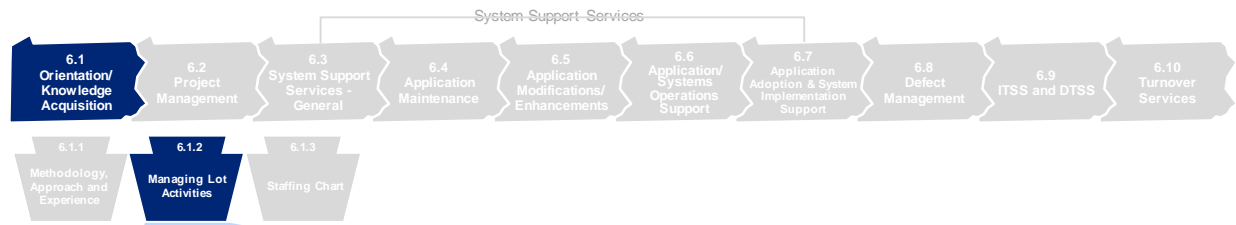
OKA Transition Results Report Requirement	Deloitte OKA Transition Results Report
<b>Deliver at the end of the transition phase.</b>	<ul style="list-style-type: none"> <li>Meeting the requirements specified in the RFP, we provide weekly status reports as to the progress of the transition effort.</li> <li>The final Transition Results Report is assembled based upon the weekly transition summary reports and individual progress reports.</li> </ul>
<b>Report documents the completion of turnover activities and provides the status of each high-level task and activity that took place during the transition period.</b>	<ul style="list-style-type: none"> <li>Transition Result reports specify the achievements of specified performance objectives and plan milestones.</li> <li>Individual reports from team members specifically focused on these tasks are consolidated to confirm the task completed during the transition period.</li> </ul>
<b>Report highlights how each of the objectives stated in the OKA Transition Plan have been achieved and the resolution of issues identified and prioritized during the turnover process.</b>	<ul style="list-style-type: none"> <li>The status of completion of each high-level task and activity is summarized within the Transition Results Report and corresponding status meetings.</li> <li>All the issues identified during the transition period, how those issues were prioritized and resolved are documented in the report.</li> </ul>

**Figure 6.1-26. Summary of Key Transition Results Report Requirements**

Summary of key requirements associated with the Transition Results Report and how they are met by our proposed approach.



## 6.1.2.2 Orientation/Knowledge Acquisition Transition – Plan



PA\_DPW-206b\_4

6.1.2.1	Orientation/Knowledge Acquisition Transition - Offeror Responsibilities
6.1.2.2	<b>Orientation/Knowledge Acquisition Transition - Plan</b>
6.1.2.3	Orientation/Knowledge Acquisition Transition - Deliverables and Outcomes
6.1.2.4	Orientation/Knowledge Acquisition Transition - Commonwealth Responsibilities
6.1.2.5	Orientation/Knowledge Acquisition Period - Deliverables and Outcomes
6.1.2.6	Orientation/Knowledge Acquisition Period - Commonwealth Responsibilities
6.1.2.7	Required Items

**IV**      **Page IV-309**      **RFP Reference: 1.1 Orientation/Acquisition Transition Plan: Project Initiation, Setup, and Planning**

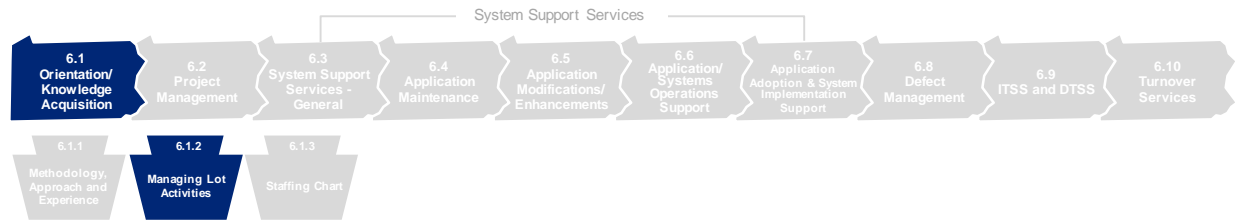
Project Initiation, Setup, and Planning will include all activities and tasks required to begin the project. The selected Offerors for Lot #6 and Lot #7 will each acquire and set up facilities, acquire and install the necessary hardware and software, establish the necessary telecommunication capabilities, and create various plans that must be followed during the execution of the project. Each of the selected Offerors for Lot #6 and Lot #7 will perform the following Orientation/Knowledge Acquisition tasks:

We use our Deloitte Transition Method to address the specific activities and tasks required to begin the project and complete project initiation, setup and planning. However, we tailor our full methodology specifically for DPW based on specific project requirements. For example, with a fully operational project facility in Camp Hill, Pennsylvania, that already supports our current project, we are able to provide continuity to DPW and do not have to execute the method activities for acquiring, provisioning and connecting a new project facility. We have carefully assessed the RFP to determine that our current facility meets requirements as specified in RFP Part IV C. Equipment and Facilities.

For the new DPW IT System Architecture Services we will acquire new workstations (hardware) and replace the current team workstations provided by DPW for the current Integrated Solution and PACSES contracts. As part of this procurement effort we analyze the needs of our various team members and provide hardware that can be directly attached to the Commonwealth network and deploy the standard Commonwealth workstation image for operating system and base software.

We understand that proper initiation, setup and planning for the project activities and tasks is key for the success of the project. Being an incumbent, we have already completed similar project initiation, setup and planning efforts for project transitions for our current contracts.

### 6.1.2.3 Orientation/Knowledge Acquisition Transition - Deliverables and Outcomes



PA\_DPW-206c\_4

6.1.2.1	Orientation/Knowledge Acquisition Transition - Offeror Responsibilities
6.1.2.2	Orientation/Knowledge Acquisition Transition - Plan
6.1.2.3	Orientation/Knowledge Acquisition Transition - Deliverables and Outcomes
6.1.2.4	Orientation/Knowledge Acquisition Transition - Commonwealth Responsibilities
6.1.2.5	Orientation/Knowledge Acquisition Period - Deliverables and Outcomes
6.1.2.6	Orientation/Knowledge Acquisition Period - Commonwealth Responsibilities
6.1.2.7	Required Items

### Detailed Project Work Plan

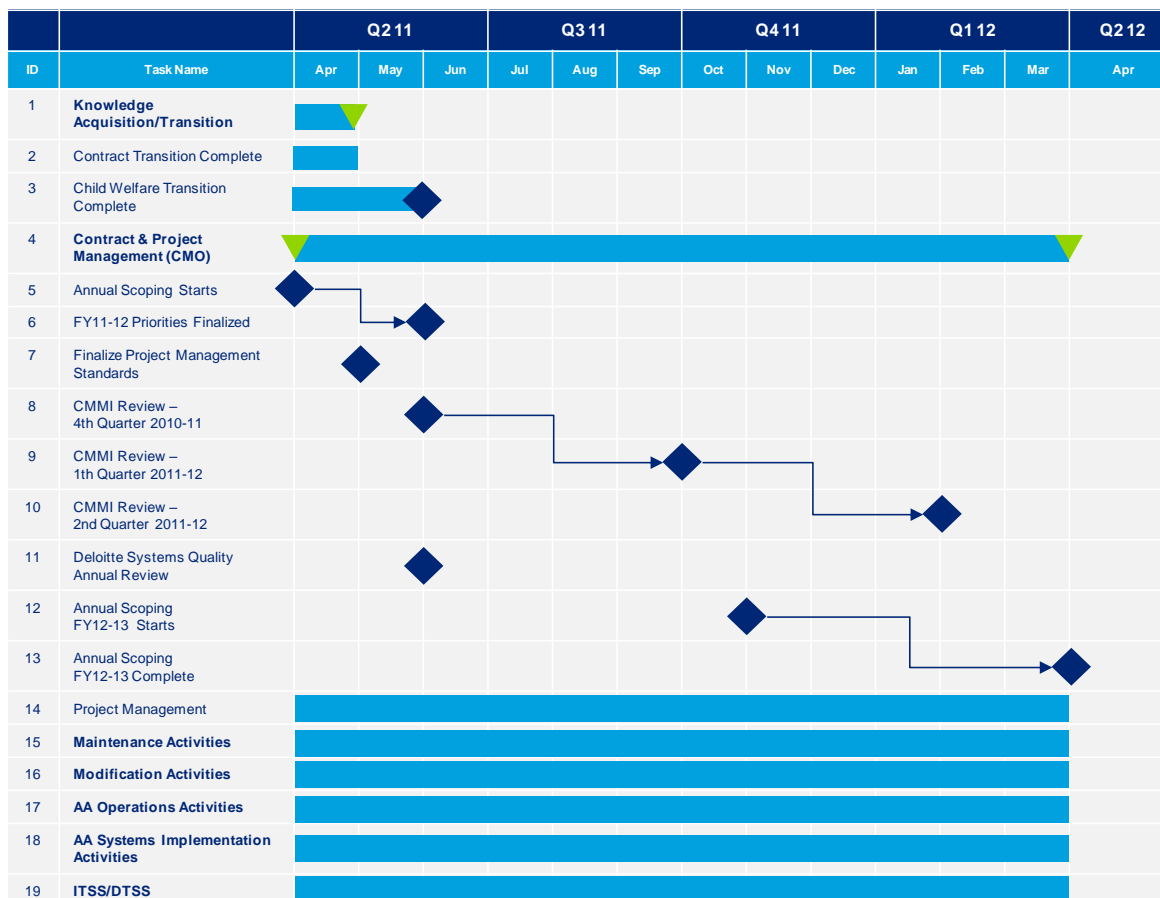
<b>IV</b>	Page <b>IV-310</b>	RFP Reference: 1.1.1 Deliverables & Outcomes: Project Initiation, Setup and Planning Deliverable
-----------	-----------------------	--

The work plan must include but is not limited to defining each of the planned tasks and subtasks along with start dates, planned completion dates, primary responsibility, and dependencies.

We provide an initial, detailed work plan for the Orientation and Knowledge Acquisition phase on Day 1 of the project. We understand the importance of a detailed plan that lists the activities and timeframes required to complete transition-related activities and identifies the corresponding milestones for the Orientation and Knowledge Acquisition phase. We work in close collaboration with DPW to revise our plan based on DPW priorities and dependencies. The plan is adjusted to reflect the availability of DPW stakeholders to meet proposed activity timeframes, and establishes DPW participation and timeframes for activities such as deliverable reviews, knowledge transfer related activity sessions and other important DPW inputs that are required for a successful transition. We believe this approach builds quality into the process, clearly establishes expectations, and lowers schedule risk for the Orientation and Knowledge Acquisition phase.

Our detailed project work plan defines the planned tasks and subtasks, identifies the assigned resources, and defines the task dependencies and deliverables that are completed by our team during the orientation and knowledge acquisition period. Further, our work plan reflects the necessary dependencies for other activities to be completed during transition to enable continued system operational readiness, on-time takeover, and commencement of the project operational phase. We provide a proposed draft high level work plan in Figure 6.1-27 from which to build upon with further detail.

### High Level Project GANTT



PA\_DPW-974\_6

**Figure 6.1-27. Detailed Project Work Plan.**  
Our proposed Detailed Project Work Plan for Orientation/Knowledge Acquisition phase.

## Orientation/Knowledge Acquisition Plan of the DPW and PACSES environments

<b>IV</b>	Page <b>IV-310</b>	RFP Reference: 1.1.1 Deliverables & Outcomes: Project Initiation, Setup and Planning Deliverable
-----------	-----------------------	--

The Knowledge Acquisition plan must address the details of how the Orientation/Knowledge Acquisition needs of the project will be met. The details of the plan must include but not be limited to (a) purpose statement, (b) resource allocations, (c) details of knowledge acquisition approach, (d) dependencies, and (e) agreements that summarize and clarify roles and responsibilities among those who will execute and be part of the plan, (f) Timelines, (g) Key metrics monitoring and dashboard reporting.

As described in *Section 6.1.2.1, Orientation/Knowledge Acquisition Transition - Offeror Responsibilities*, we provide a comprehensive Orientation and Knowledge Acquisition Transition Plan for Lot 6 that meets the specific DPW requirements for clearly defining knowledge acquisition activities and the criteria used to confirm successful completion of those activities. It defines the purpose statement for the knowledge acquisition effort, resource allocations for each transition task, details of our knowledge acquisition approach, inter-task or plan dependencies, descriptions of roles and responsibilities for plan participants, timelines for task completion, and Key Performance Indicators (KPI)





for progress monitoring and dashboard reporting. These knowledge acquisition activities are also included in and managed through the detailed work plan.

## Contract Transition Deliverables

The following plans, as required in the RFP, are provided as part of our proposed Contract Transition effort addressing the services specific to Lot 6 components.

### Issue Management Plan

<b>IV</b>	Page <b>IV-310</b>	RFP Reference: 1.1.1 Deliverables & Outcomes: Project Initiation, Setup and Planning Deliverable
-----------	-----------------------	--

The issue management plan must provide procedures for identifying, evaluating, and resolving issues impacting the project. This plan will be developed as part of the planning process but will be updated as necessary throughout the project.

We provide DPW an Issue Management Plan that is based upon the requirements for issue management described within the DPW EPMM project management methodology and the issue management plan utilized on our current projects. Our structured issue management process defines an issue as an event that is imminent or has occurred and will have a detrimental impact on project measures. The purpose of our Issue Management Plan is to facilitate the issue resolution process and assist in keeping transition activities on track. We work with the DPW team to proactively identify, evaluate and resolve issues in a timely manner. We have well defined procedures for identifying and resolving issues that impacts the project and escalating them when necessary. The plan is developed as part of the initial Contract Transition effort and is updated as required throughout the project. A more detailed description of our issue management process is contained within *Section 6.2, Project Management*.

### Change Management Plan

<b>IV</b>	Page <b>IV-310</b>	RFP Reference: 1.1.1 Deliverables & Outcomes: Project Initiation, Setup and Planning Deliverable
-----------	-----------------------	--

The change management plan must provide a process for evaluating, assessing, and determining the impact of any proposed changes to the project. This plan should incorporate DPW project change procedures.

We provide DPW a Change Management Plan that is based upon the existing DPW Change Management procedures. Our team, in collaboration with DPW staff and other stakeholders, has helped to refine and hone the processes in the Change Management Plan over the years. As a result we have continually improved the quality of the change management process and streamlined the process to increase efficiency and effectiveness based on needs of each program office and disciplines within BIS. Our team establishes and maintains a Change Management Plan that includes processes for documenting proposed changes, evaluating whether the change requests need to be accepted, rejected or deferred, escalating change requests for approval, implementing the changes and closing the change request after successful implementation. The procedures in the change management plan verify that the process is primarily focused on project-scope related issues. An example of a Change Management Plan is provided





in Figure 6.1-28 below. A more detailed description of our Change Management process is contained within *Section 6.2, Project Management*.

Change Management Plan											
#	Change Request ID	Request Description	Change Request State / Status	Requested By	Request Date	Change Analyst (Assigned To)	CCB Priority	CCB Decision	CCB Decision Date	Date Closed	Notes/Feedback
E1	CR023	The change description for the CR is included in this space.	1-Open	Name	1-Jan-06	Name	3-Medium	Rejected	1-Jan-06	1-Jan-06	Any notes related to the CR/CCB decision can be included here.
1											
2											
3											
4											
5											
6											
7											

PA\_DPW-1196

**Figure 6.1-28. Change Management Plan Defines Methods for Tracking Proposed Changes.**

Sample Change Management tracking sheet showing the specific attributes of proposed changes that are tracked and managed via the procedures defined within the Change Management Plan.

## Communications Management Plan

<b>IV</b>	Page <b>IV-310</b>	RFP Reference: 1.1.1 Deliverables & Outcomes: Project Initiation, Setup and Planning Deliverable
-----------	-----------------------	--

The communications management plan must provide an explanation of the methods the Offeror intends to employ for communication with DPW during the project. The plan must identify the key stakeholders, what will be communicated through the plan, when it will be communicated, and the method(s) used for communication.

We provide a Communications Management Plan that includes the processes required to confirm the timely and appropriate generation, collection, distribution, and storage of project information that is used in support of communications with DPW during the project. Our team is committed to establishing and implementing a sound Communication Plan with the goal of clearly defining the means and purpose of communication and collaboration between our team, DPW, other stakeholders, and the other Lot vendors. This serves to reduce or help avoid any impact to end users and existing business processes at project execution time. We provide a sample table of contents for our Communications Management Plan in Figure 6.1-29.



## TABLE OF CONTENTS

TABLE OF CONTENTS .....	4
<b>1 INTRODUCTION .....</b>	<b>5</b>
1.1 Document Purpose .....	5
1.2 Scope .....	5
<b>2 COMMUNICATION ROLES.....</b>	<b>6</b>
<b>3 PROJECT COMMUNICATIONS PLAN.....</b>	<b>9</b>
3.1 Stakeholders Communications Requirements .....	9
3.2 Communications Plan .....	9
<b>4 PROJECT CONTACT LIST.....</b>	<b>12</b>
<b>APPENDIX A: DEFINITIONS &amp; ACRONYMS .....</b>	<b>13</b>

PA\_DPW-1197

**Figure 6.1-29. Communications Plan.**

Sample Table of Contents for our Communications Plan which identifies the scope of the communication efforts and specific requirements for communications based on type of project stakeholder.

A more detailed description of the content of the Communications Management Plan is provided in *Section 6.2, Project Management*.

### **Quality Management Plan**

<b>IV</b>	Page <b>IV-310</b>	RFP Reference: 1.1.1 Deliverables & Outcomes: Project Initiation, Setup and Planning Deliverable
-----------	-----------------------	--

The quality management plan must address the quality control processes and procedures the Offeror will use to ensure the quality during all phases of the project.

We provide a Quality Management Plan that we develop in close collaboration with DPW to identify the process and procedures required to address the quality of project deliverables. For Lot 6 the plan covers a broad spectrum of work products from requirements and design documents through architecture blueprints and capacity plans. Our proposed Quality Management Plan was reviewed and approved by the DPW team as part of our current Integrated Solution and PACSES contracts. We continue to enhance or modify the current Quality Management Plan to address specific new and emerging DPW requirements and to include the new organizational models for the DPW IT Services project. The Quality Management Plan describes the tools and addresses the ongoing quality control processes and procedures we employ to manage project quality during each stage of the project. The plan includes information about the organization of the Quality Assurance team, information about Quality Assurance Deliverables, Product and Process Standards, and Quality Insurance Activities. During the orientation and knowledge acquisition effort this same Quality Management Plan is used. We provide a sample table of contents from our Quality Management Plan in Figure 6.1-30.



## TABLE OF CONTENTS

<b>1</b>	<b>PLAN OVERVIEW</b> .....	<b>4</b>
1.1	Document Purpose .....	4
1.2	Scope.....	4
<b>2</b>	<b>QA ORGANIZATION</b> .....	<b>5</b>
2.1	Team Structure.....	5
2.2	Roles and Responsibilities .....	5
<b>3</b>	<b>QA DELIVERABLES AND COMMUNICATIONS</b> .....	<b>6</b>
3.1	Quality Assurance Deliverables .....	6
<b>4</b>	<b>STANDARDS TO BE USED</b> .....	<b>7</b>
4.1	Product Standards .....	7
4.2	Process Standards .....	7
<b>5</b>	<b>QUALITY ASSURANCE ACTIVITIES</b> .....	<b>8</b>
5.1	Audit Activities .....	8
5.2	Planned Validation Activities .....	8
5.3	Planned Verification Activities.....	9
5.4	Non-Compliance Management .....	10
<b>APPENDIX A: PACSES</b> .....		<b>11</b>
	Product Standards .....	11
<b>APPENDIX B: DEFINITIONS &amp; ACRONYMS</b> .....		<b>12</b>

PA\_DPW-1198

**Figure 6.1-30. Quality Management Plan from PACSES.**

Sample Table of Contents for our Quality Management Plan which identifies specific quality management roles and responsibilities, quality standards, and activities related to quality management.

## Software Requirements Management Plan

<b>IV</b>	Page <b>IV-310</b>	RFP Reference: 1.1.1 Deliverables & Outcomes: Project Initiation, Setup and Planning Deliverable
-----------	-----------------------	--

Selected Offeror for LOT #6: The software requirements management plan must address how the Offeror will develop baseline systems requirements, the processes and procedures the Offeror will employ to track and monitor software requirements throughout the SDLC phases as well as post implementation. The software requirements management plan should be traceable and trackable to the business requirements.

We provide a Software Requirements Management Plan that describes the processes and procedures associated with the development of the feasibility, systems requirements and General Systems Design (GSD). It also defines the standard processes and project artifacts that we use in conjunction with the other Lot 1-5 and the Lot 7 vendor to track the requirements throughout the SDLC development processes and ultimately link the original business requirements to the corresponding system technical components delivered to production.

Our team understands that the Software Requirements Management Plan addresses the coordination effort between the vendors from Lots 1-5 and Lot 7 in implementing changes to the DPW systems. As per the Software Requirements Management Plan, interviews and/or facilitated requirements and GSD sessions are held with the stakeholders identified by the Lot 1-5 vendors to identify the feasibility, detailed system requirements and define the GSD for the required modifications to an existing DPW



system, or for the creation of a new system. Our team documents the baseline system requirements captured from the stakeholder in the designated DPW requirements repository. We recommend the use of the DPW standard Enterprise Architect tool to capture and trace requirements throughout the SDLC phases as well as in post implementation.

## ***Budget/Contract Management Plan***

**IV**

Page  
**IV-310**

RFP Reference: 1.1.1 Deliverables & Outcomes: Project Initiation, Setup and Planning Deliverable

The budget and contract management plan must provide the method to periodically report up-to-date budget information for the project.

We provide a Budget and Contract Management Plan that defines the procedures utilized to track the detailed financial information for the project and provided updated budget and work order cost information to the DPW management staff and stakeholders.

Our broad experience in managing large maintenance and application support projects allows us to use established methods to deliver the services necessary to support the reliability and availability of mission-critical systems. This includes the creation of a Budget Management Plan which allows the Project Manager to monitor the progress of the project and supports tools such as the CIO Dashboard and the Deliverable Tracking System to periodically produce an up-to-date report on budget information for DPW.

## ***Periodic Status Report Templates***

**IV**

Page  
**IV-311**

RFP Reference: 1.1.1 Deliverables & Outcomes: Project Initiation, Setup and Planning Deliverable

The periodic status report templates will define the format and content of all Status Reporting documents.

We provide standard Project Status Report templates that we use as the baseline source of information to discuss project-related issues on a periodic basis during the Orientation and Knowledge Acquisition period. We maintain status report templates as a means to define the standard format and content of status reporting documents that are used during this phase. Our approach for communicating status to DPW project management staff and other stakeholders is not bound by organizational chart roles and responsibilities. Rather, it is a collaborative environment where our team and our DPW counterparts discuss issues and status both formally and informally.

We provide sample templates for our proposed Periodic Status Report format – to be used only for the Orientation and Knowledge Acquisition period – in the figure below.



Project: <Insert Project Name>		Prepared By: <Author>	
Delivery Status	<b>G</b> [G] Tracking to Plan	Client Project Manager	<insert client contact>
	<b>Y</b> [Y] Behind Schedule		
	<b>R</b> [R] Significantly Behind Schedule		
Reporting Period	Mm/dd/yy – mm/dd/yy	Deloitte Project Manager	<insert Deloitte PM>
Meeting Date	Mm/dd/yy	Distribution	<insert the names of all the folks this is distributed to>

<b>Executive Summary</b>
<The Executive Summary should contain a brief description of what is contained in the body of the status report along with any high-level analysis of data, risks, issues, or actions. Additionally, this section should summarize the work conducted over the last reporting period and describe any major milestones or significant revelations/learnings.>

<b>Issues/Risks Requiring Management Attention</b>
<List any risks or issues that require additional/specific attention. This is the forum for formal escalation. List these numerically and be sure to assign a resource to them.>

<b>Accomplishments/Lessons Learned for This Reporting Period</b>
<Detail the accomplishments, learnings, trainings, etc that have taken place over the last reporting period. List these numerically.>

<b>Planned Activities for Next Reporting Period</b>
<Detail the planned activities that will take place over the next reporting period. Scheduled releases, milestones, trainings, process improvements, etc.>

PA\_DPW-1199

**Figure 6.1-31. Sample Status Report for OKA Transition.**

Status report template to be utilized during the Orientation and Knowledge Acquisition period.

## Agenda and Material for the Project Kickoff Meeting

IV

Page  
IV-311

RFP Reference: 1.1.1 Deliverables & Outcomes: Project Initiation, Setup and Planning Deliverable

The Agenda and material for Project Kick-off will aid in planning the kick-off meeting and getting agreement on the presentation content for the meeting.

We provide an Agenda and a sample Project Kickoff presentation to aid in planning the kickoff meeting and getting agreement on presentation content for the meeting for Lot 6 related services. Our team understands that the Project Kickoff meeting is a key event to orient and motivate the team at the beginning of the project or an individual initiative. The kickoff meeting is used as a forum to describe the business reasons for the project and jump-start team work with a common understanding of goals to achieve specified project objectives. The agenda and presentation materials used for the project kick off meeting are based upon established DPW templates and procedures. Our team meets with our DPW counterparts to plan and gain consensus on the content presented during each kick off meeting.

We provide the sample Kickoff Meeting Agenda in Figure 6.1-32 below.

DPW Kick-off	<u>Agenda</u>
<ul style="list-style-type: none"><li>❖ Introductions</li><li>❖ Contract Updates</li><li>❖ Contract Overview</li><li>❖ Service Level Agreements</li><li>❖ Service Level Objectives</li><li>❖ Integrated Team</li><li>❖ Shared Services 101</li><li>❖ Governance: Meeting Participation</li><li>❖ Deloitte RACI</li><li>❖ DPW RACI</li><li>❖ Change Control Management</li><li>❖ Deliverables</li><li>❖ Next Steps and Questions</li></ul>	

8/23/06

2

PA\_DPW-1200

**Figure 6.1-32. Sample Project Kickoff Agenda.**

Our team provides a detailed agenda to assist with organizing the Project Kickoff.



## Non-Deliverable Outcomes

<b>IV</b>	Page <b>IV-311</b>	RFP Reference: 1.1.1 Deliverables & Outcomes: Project Initiation, Setup and Planning Deliverable
-----------	-----------------------	--

- Fully setup facilities, equipments
- Project Kickoff Meeting
- Readiness to commence the next set of project activities

Our team continues to provide, maintain and operate the established project facilities and equipment for the transition phase and into the operational phase of the project. We continue to perform the tasks and activities necessary to provide uninterrupted services to DPW with no impact to the system and other business processes.

We describe our approach to meeting non-deliverable outcomes in Figure 6.1-33 below.

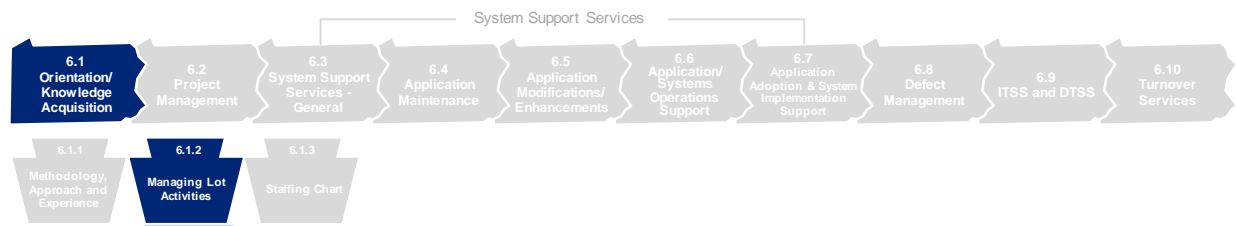
Non-Deliverable Outcome	Deloitte's Approach to Meeting Requirements
<b>Fully setup facilities, equipments</b>	<ul style="list-style-type: none"> <li>• Use existing Camp Hill and Harrisburg facilities and equipment</li> <li>• Assessment of existing facilities, infrastructure and equipment meets requirements stated in RFP Section Part IV C. Equipment and Facilities</li> <li>• Facility and equipment readiness is included within operational readiness assessment prior to completion of Orientation and Knowledge Acquisition Phase</li> </ul>
<b>Project Kickoff Meeting</b>	<ul style="list-style-type: none"> <li>• Works jointly with DPW to schedule and plan the Project Kickoff Meeting, including presentation materials</li> <li>• Provides an agenda and meeting materials in advance of the meeting to better prepare attendees in focusing on the most critical elements to their respective group</li> </ul>
<b>Readiness to commence the next set of project activities</b>	<ul style="list-style-type: none"> <li>• On Day 1 of the contract our team is ready to provide application support to the DPW for Lot 6 related services in scope for this project.</li> <li>• Our transition provides the shortest path to commencing the full spectrum of project activities.</li> <li>• Throughout the Orientation and Knowledge Acquisition effort the large majority of our team members continue supporting maintenance and modification work for Lot 6 related services for the DPW systems. Our transition effort provides the means for those team members to transition to the new procedures and processes being implemented for the new contract.</li> </ul>

**Figure 6.1-33. Summary of Non-Deliverable Outcomes.**  
Describes how our transition approach successfully addresses the required non-deliverable outcomes.





## 6.1.2.4 Orientation/Knowledge Acquisition Transition - Commonwealth Responsibilities



PA\_DPW-206d\_4

6.1.2.1	Orientation/Knowledge Acquisition Transition - Offeror Responsibilities
6.1.2.2	Orientation/Knowledge Acquisition Transition - Plan
6.1.2.3	Orientation/Knowledge Acquisition Transition - Deliverables and Outcomes
6.1.2.4	Orientation/Knowledge Acquisition Transition - Commonwealth Responsibilities
6.1.2.5	Orientation/Knowledge Acquisition Period - Deliverables and Outcomes
6.1.2.6	Orientation/Knowledge Acquisition Period - Commonwealth Responsibilities
6.1.2.7	Required Items

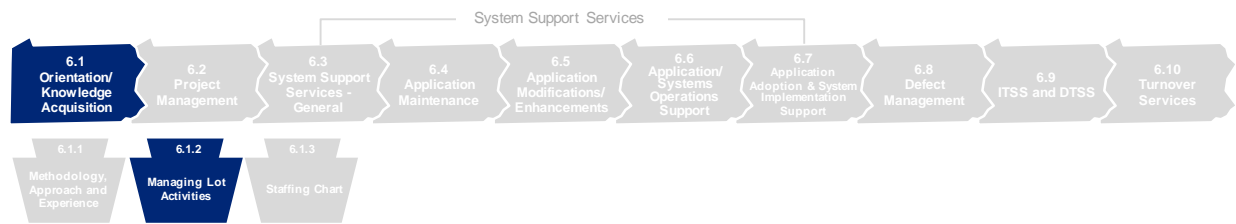
### IV Page IV-311 RFP Reference: 1.1.2 Commonwealth's Responsibilities: Orientation/Knowledge Acquisition Project Initiation, Setup and Planning

- Review, approve, disapprove or request modification and resubmission of each deliverable
- Identify Commonwealth key contacts
- Provide Offeror with access to Commonwealth facilities, personnel, documentation and other items under its control
- Provide coordination with and access to third parties, as required
- Participate in Project Initiation and Setup related discussions
- Coordinate Kickoff related activities

Deloitte acknowledges that for DPW to achieve its core missions and improve services to the people of the Commonwealth in a multi-vendor project environment, it requires well-defined responsibilities. We understand that both DPW as the client, and ourselves, as the vendor, have distinct responsibilities and will perform them in close coordination to achieve project success. Specifically, we acknowledge the following responsibilities fall to the Commonwealth to help meet the RFP requirements in a timely fashion.

- Review, approve, disapprove or request modification and resubmission of each deliverable
- Identify Commonwealth key contacts
- Provide Offeror with access to Commonwealth facilities, personnel, documentation and other items under its control
- Provide coordination with and access to third parties, as required
- Participate in Project Initiation and Setup related discussions
- Coordinate Kickoff related activities

## 6.1.2.5 Orientation/Knowledge Acquisition Period - Deliverables and Outcomes



PA\_DPW-206e\_4

6.1.2.1	Orientation/Knowledge Acquisition Transition - Offeror Responsibilities
6.1.2.2	Orientation/Knowledge Acquisition Transition - Plan
6.1.2.3	Orientation/Knowledge Acquisition Transition - Deliverables and Outcomes
6.1.2.4	Orientation/Knowledge Acquisition Transition - Commonwealth Responsibilities
6.1.2.5	Orientation/Knowledge Acquisition Period - Deliverables and Outcomes
6.1.2.6	Orientation/Knowledge Acquisition Period - Commonwealth Responsibilities
6.1.2.7	Required Items

### Knowledge Acquisition Completion Checklist

<b>IV</b>	Page <b>IV-312</b>	RFP Reference: 2.1 Deliverables & Outcomes: Orientation/ Knowledge Acquisition
-----------	-----------------------	--

The selected Offerors for **Lot #6** and **Lot #7** shall develop a Knowledge Acquisition Completion Checklist that will indicate that all planned Knowledge Acquisition activities have been complete.

We provide a Knowledge Acquisition Completion Checklist to document the status of the planned knowledge acquisition activities necessary to confirm that our team is ready to proceed with the operational phase of the project. Further, we collaborate with DPW during the initial Project Initiation, Setup and Planning activities for the project to confirm agreement on the checklist in meeting RFP requirements and our team’s readiness.

We present a sample outline of our knowledge acquisition checklist in the following table, based upon the phases of the transition effort:

Transition Phases	Checklist
<b>Pre-initiation</b>	<ul style="list-style-type: none"> <li>• Defining Baseline As-Is Assessment based on new contract requirement for:                             <ul style="list-style-type: none"> <li>- Delivery Management</li> <li>- System Functionality</li> <li>- Pennsylvania/Policy Program</li> </ul> </li> </ul>



Transition Phases	Checklist
<b>Project Initiation</b>	<ul style="list-style-type: none"> <li>• Re-confirm Facility acquisition</li> <li>• Initiate project management for the Orientation and Knowledge Acquisition phase and begin status reporting</li> <li>• Updates to the existing change control procedures</li> <li>• Updates to the Dispute Resolution Process</li> <li>• Verification of Baseline As-Is Assessment for:                             <ul style="list-style-type: none"> <li>- Delivery Management</li> <li>- System Support</li> <li>- Pennsylvania/Policy Program</li> <li>- Project Support</li> </ul> </li> </ul>
<b>Transition Planning</b>	<ul style="list-style-type: none"> <li>• Establishment of Transition entrance and exit criteria</li> </ul>
<b>Operational Readiness Preparation</b>	<ul style="list-style-type: none"> <li>• Analyzing the new changes in the requirement that need to be accommodated as part of the transition process</li> </ul>
<b>Operational Readiness Assessment</b>	<ul style="list-style-type: none"> <li>• Demonstrate appropriate personnel are available and ready</li> <li>• Conduct formal readiness walkthrough with the Commonwealth</li> <li>• Orientation and training for State staff on the updated functional responsibilities, and updated operational procedures</li> </ul>
<b>Take Over</b>	<ul style="list-style-type: none"> <li>• Submit the Final Operation Readiness Assessment Document for State review and approval</li> <li>• Approval by the Commonwealth of the completion of Orientation and Knowledge Acquisition Phase exit criteria</li> </ul>

**Figure 6.1-34. Sample Elements of a Knowledge Acquisition Checklist.**

A summary of the items that are listed in and reported through a Knowledge Acquisition checklist.

## Non-Deliverable Outcomes

<b>IV</b>	Page <b>IV-312</b>	RFP Reference: 2.1 Deliverables & Outcomes: Orientation/ Knowledge Acquisition
<ul style="list-style-type: none"> <li>• Selected Offerors for <b>Lot #6</b> and <b>Lot #7</b> acquires sufficient knowledge of DPW and PACSES environments to successfully carry out the project requirements in an effective and timely manner.</li> </ul>		

We have been an incumbent for the last five years of the current Integrated Solution and PACSES contracts and thus bring sufficient knowledge of DPW and PACSES environments to successfully carry out the project requirements in an effective and timely manner on day one of the new contract for Lot 6 related services. We bring knowledge of the business processes and procedures, applications, technical architecture and other related information pertaining to the DPW systems which are a critical ingredient to define requirements and develop design for your complex enterprise systems and services.

We propose a skilled, experienced team that are currently engaged with DPW to maintain most of the DPW systems that are in scope for the new project, and can carry out the project requirements in an effective and timely manner without any disruption to client services or to any other processes in the DPW or PACSES environments.

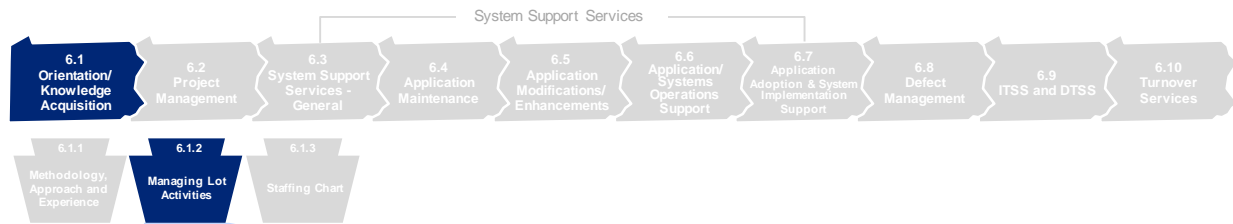


Our team has experience in the services needed for Lot 6 specifically with systems requirements, general systems design, feasibility studies, technology assessments, product evaluations, solution design and architecture and the services required for Lot 6 as described in RFP page IV-328 and IV-329.

We are positioned and can demonstrate the necessary level of knowledge to support the Lot 6 services needed for your enterprise systems. We highlight our approach to meeting your requirements:

- Staffing with resources that have broad experience on DPW and PACSES systems
- Leverage experience from other similar HHS statewide systems
- Implementing quality assurance checks to verify the Deloitte Team's progress on understanding DPW and PACSES systems
- Understand Pennsylvania's current policies and needs for these systems

## 6.1.2.6 Orientation/Knowledge Acquisition Period - Commonwealth Responsibilities



PA\_DPW-206f\_4

6.1.2.1	Orientation/Knowledge Acquisition Transition - Offeror Responsibilities
6.1.2.2	Orientation/Knowledge Acquisition Transition - Plan
6.1.2.3	Orientation/Knowledge Acquisition Transition - Deliverables and Outcomes
6.1.2.4	Orientation/Knowledge Acquisition Transition - Commonwealth Responsibilities
6.1.2.5	Orientation/Knowledge Acquisition Period - Deliverables and Outcomes
6.1.2.6	Orientation/Knowledge Acquisition Period - Commonwealth Responsibilities
6.1.2.7	Required Items

**IV** Page **IV-312** RFP Reference: **2.2 Commonwealth's Responsibilities: Project Initiation, Setup, and Planning**

- 2.2.1: Provide access to Commonwealth facilities, personnel, systems, documentation, and other items under its control, and coordination with and access to third parties as required for the selected Offerors for **Lot #6 and Lot # 7** to perform this task under the contract.
- 2.2.2: Identify project team members and other stakeholders who will contribute to the Orientation/Knowledge Acquisition activities
- 2.2.3: Provide agreed-upon levels of active participation (of the business staff, technical staff and management, as applicable) in the Orientation/Knowledge Acquisition work sessions.
- 2.2.4: Coordinate with the current DPW vendor to ensure that the Orientation/Knowledge Acquisition needs are understood and can be met.
- 2.2.5: Facilitate Stakeholder Engagement in the Orientation/Knowledge Acquisition process.
- 2.2.6: Where feasible, coordinate joint Orientation/Knowledge Acquisition work sessions with current DPW vendor, state staff, and the selected Offerors for Lot #6 and Lot # 7.
- 2.2.7: Ensure that Orientation/Knowledge Acquisition takes place in a partnership spirit and cooperative manner.

Deloitte acknowledges that for DPW to achieve its core missions and improve services to the people of the Commonwealth in a multi-vendor project environment, it requires well-defined responsibilities. We understand that both DPW as the client, and ourselves, as the vendor, have distinct responsibilities and will perform them in close coordination to achieve project success. Specifically, we acknowledge the following responsibilities fall to the Commonwealth to help meet the RFP requirements in a timely fashion.

- Provide access to Commonwealth facilities, personnel, systems, documentation, and other items under its control, and coordination with and access to third parties as required for our team to perform this task under the contract.
- Identify project team members and other stakeholders who will contribute to the Orientation/Knowledge Acquisition activities.



- Provide agreed-upon levels of active participation (of the business staff, technical staff and management, as applicable) in the Orientation/Knowledge Acquisition work sessions.
- Coordinate with the current DPW vendor supporting Child Welfare to confirm that the Orientation/Knowledge Acquisition needs are understood and can be met.
- Facilitate Stakeholder Engagement in the Orientation/Knowledge Acquisition process.
- Where feasible, coordinate joint Orientation/Knowledge Acquisition work sessions with other DPW vendors, state staff, and our team.
- Confirm that Orientation/Knowledge Acquisition takes place in a collaborative spirit and cooperative manner.

### ***Integrated Solutions Turnover Plan and Assumptions***

<b>IV</b>	Page <b>IV-313</b>	RFP Reference: 2.3 Outgoing Vendor's Integrated Solutions Turnover Plan and Assumptions for Knowledge Transfer
-----------	-----------------------	--

A copy of the outgoing vendor's Integrated Solutions Turnover Plan is included as **Appendix T** to this RFP. A number of assumptions were made by the vendor while creating this work product in addition to the details contained within the Integrated Solutions Turnover Plan.

As the incumbent that created the Integrated Solutions Turnover Plan, we understand the assumptions in the plan specific to the SDM phases relevant to Lot 6 services, and have accommodated those assumptions in our proposal.

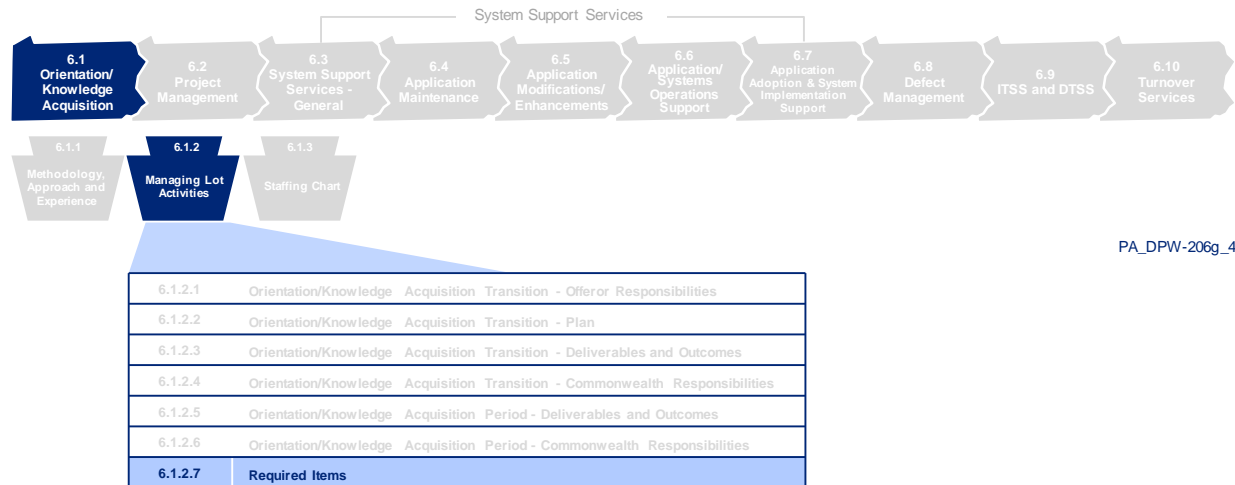
### ***PACSES Turnover Plan and Assumptions***

<b>IV</b>	Page <b>IV-313</b>	RFP Reference: 2.4 Outgoing Vendor's PACSES Turnover Plan and Assumptions for Knowledge Transfer
-----------	-----------------------	--

A copy of the outgoing vendor's PACSES Turnover Plan is included as **Appendix PP** to this RFP. A number of assumptions were made by the vendor while creating this work product in addition to the details contained within the PACSES Turnover Plan.

As the incumbent that created the PACSES Turnover Plan, we understand the assumptions in the plan specific to Lot 6 related services, and have accommodated those assumptions in our proposal.

### 6.1.2.7 Required Items



PA\_DPW-206g\_4

**We staff our Orientation and Knowledge Acquisition team with DPW-proven resources that combined represent almost 1,000 years of relevant experience to effectively perform transition activities and maintain momentum during the operational phase. The experience and established relationships of our staff, and the use of our Deloitte Transition Method reduces transition and schedule risk while improving communication and collaboration with DPW stakeholders and other vendors.**

We highlight the key features of our approach to Orientation and Knowledge Acquisition Required Items, and the benefits to DPW in Figure 6.1-35.

Features	Benefits
<p>Uses the Deloitte Transition Method to effectively manage Orientation and Knowledge Acquisition phase activities and includes the following for coordination with designated DPW stakeholders and other vendors</p> <ul style="list-style-type: none"> <li>Methodology includes coordination points with an emphasis on early collaboration throughout the process</li> <li>Works jointly with DPW and vendors to establish a detailed communications plan and work plan</li> </ul>	<ul style="list-style-type: none"> <li>Improves communication and collaboration through the Orientation and Knowledge Acquisition phase</li> <li>Reduces transition and schedule risk</li> <li>Improves performance to DPW's vision and new operating model</li> </ul>
<p>Proposes a resource plan and organization design staffed by DPW-proven resources within respective areas of specialization and experience</p> <ul style="list-style-type: none"> <li>Effectively assess operational readiness according to the new contract</li> <li>Conduct activities in a manner that meets DPW objectives and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>Reduces transition and schedule risk</li> <li>Reduces business impact and increases time available to DPW to transition Lot 1-5 and Lot 7 vendors</li> <li>Better meets DPW's time frames for current and future initiatives</li> </ul>

**Figure 6.1-35. Features and Benefits of our Transition Approach.**  
Summary of how our approach to Orientation and Knowledge Acquisition provides benefits to DPW.





## Stand Up Operations, Perform and Manage Tasks

<b>IV</b>	Page <b>IV-313</b>	RFP Reference: Orientation/Knowledge Acquisition Required Items
-----------	-----------------------	---

The Offerors for **Lot #6** and **Lot #7** must describe in detail how they will coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Effectively stand up operations as well as perform and manage all the tasks outlined in the Orientation/Knowledge Acquisition section (i.e., Items 1 through 5) for a successful transition period with in the specified time period allotted from April – September 2011(Duration of 179 calendar days);

As an incumbent we have the ability to stand up Lot 6 related services for the majority of the DPW systems on day one of the project. We coordinate and work with designated DPW stakeholders and the other selected vendors for Lots 1-5 and Lot 7. We recognize there is a need to manage the tasks associated with items 1 through 5 outlined in the Knowledge Acquisition section of the proposal, and we manage and complete those tasks over a shorter transition period for our team. We also realize that the Lot 6 services are “tied at the hip” with Lot 7 services given the continuity in SDLC processes that commence with feasibility, system requirements with Lot 6, include GSD and transition to Lot 7 for remainder of the phases.

Transition needs to be transparent with little or no service disruptions to system users and clients. We have a strong working relationship with DPW stakeholders and other key staff, knowledge of your processes and a clear understanding of the importance of ongoing key initiatives. These are key factors in a smooth transition to the new contract while helping DPW deliver continuous and uninterrupted services to Commonwealth citizens.

The following table demonstrates our approach to stand up operations and the corresponding benefits to DPW.

Stand up Operations and Tasks	Deloitte Approach to provide Lot 6 services	Benefits to DPW
<b>Smooth Transition of Responsibilities</b>	<ul style="list-style-type: none"> <li>• Provide staff continuity and process maintenance</li> <li>• Mutually confirm and agree to changes/differences between currently provided services and those required under the new contract</li> </ul>	<ul style="list-style-type: none"> <li>• Uninterrupted services to the existing applications in DPW</li> </ul>
<b>Complete Knowledge Transfer</b>	<ul style="list-style-type: none"> <li>• Substantially reduce the need for knowledge transfer by retaining our current team delivering application support services to DPW</li> <li>• Provide Deloitte and teaming partner resources that bring experience and knowledge working with the DPW Child Welfare or similar systems to help facilitate the transition of support for Child Welfare.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely and resource-savvy transition</li> <li>• Uninterrupted services to either DPW stakeholders, Third party providers</li> </ul>



Stand up Operations and Tasks	Deloitte Approach to provide Lot 6 services	Benefits to DPW
<b>Demonstrate Ability to Perform Operational Activities in a Controlled Environment</b>	<ul style="list-style-type: none"> <li>• Meet SLAs associated with providing High Level Estimates and other key deliverables required of the Lot 6 offeror.</li> </ul>	<ul style="list-style-type: none"> <li>• Uninterrupted services to CIS, HCSIS, PACSES and PELICAN applications, Child Welfare, and other related systems and Enterprise Services</li> </ul>
<b>Establish Strong Accountability Controls for the Proposer</b>	<ul style="list-style-type: none"> <li>• Build on current strong foundation of processes that track and report our current SLAs</li> </ul>	<ul style="list-style-type: none"> <li>• Prompt, timely service</li> <li>• Precise and transparent tracking of SLAs</li> </ul>
<b>Mitigate Risk to the Commonwealth, Clients, and Taxpayers</b>	<ul style="list-style-type: none"> <li>• Identify, develop, and document potential risks and risk mitigation plans</li> <li>• Retain our current team delivering services</li> </ul>	<ul style="list-style-type: none"> <li>• Reduces risk of service disruption of services during transition</li> </ul>

**Figure 6.1-36. Summary of Our Approach to Required Items.**

Summary of prior section descriptions and how we approach the required items for the Orientation and Knowledge Acquisition effort.

We understand your business and can continue to provide high quality service in a very complex project landscape. We have experienced, skilled staff in supporting your breadth of business programs, technical architecture, solution design, technology evaluations, product assessments, feasibility studies resulting in a reliable SRD and GSD. In addition, we also bring specific experiences in various third party solutions used by DPW, including Oracle, Microsoft, Adobe, Mercury Interactive, Unisys, etc., which requires a broad understanding of the overall architecture of the DPW systems. To effectively provide application support and system architecture services, a new vendor needs to understand the individual application and enterprise wide architecture to manage such change. Hence we are a low risk option in regards to other competing vendors.

Our team has a proven track record of working with other vendors on behalf of our clients to help minimize issues when working in a multi-vendor environment. For example, we recently supported another vendor – Symbiosis – by providing information on the next generation system as part of PACSES Feasibility study. On a regular basis, our application and ITSS teams work cooperatively with Unisys, the vendor responsible for the Data Powerhouse contract. For the PACSES project, our team has a close working relationship with Lockheed, the designated support vendor for the PACSES network.

We can continue to deliver productive work for the large majority of the DPW systems included in the scope of this project without a transition period, delivering more value in a shorter time period. By doing so we also avoid having to deliver many of the turnover services included within the scope of our current contracts.



## Meet Primary Objectives and Responsibilities

<b>IV</b>	Page <b>IV-313</b>	RFP Reference: Orientation/Knowledge Acquisition Required Items
-----------	-----------------------	---

The Offerors for **Lot #6** and **Lot #7** must describe in detail how they will coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 2) Meet the primary objectives and responsibilities,

We understand the objectives of the transition period based on our 30 year relationship with DPW, which included the transition of several systems to our current support team as well as the transition effort for our current Integrated Solution and PACSES contracts. We coordinate and work with designated DPW stakeholders, third party vendors and other selected vendors from Lots 1-5 and Lot 7 to meet the primary objectives and responsibilities for orientation and knowledge acquisition during the transition period. The table below presents how our team meets the DPW knowledge acquisition objectives.

DPW Orientation/Knowledge Acquisition Transition Objectives	Deloitte Meets DPW Objectives
<b>Confirm successful orientation, knowledge acquisition, and operational independence from incumbent contractor</b>	We are the incumbent in most cases, and can provide a broad transition process. During the transition process we provide metrics on number of systems and statistics on modules and designs for which we have completed knowledge acquisition.
<b>Confirm a smooth transition of responsibilities;</b>	We follow a “One Team Approach” with other vendors – specifically, help to facilitate the transition effort so that the other IT Service vendors are positioned to provide the necessary level of client service to DPW.
<b>Complete knowledge transfer and domain understanding;</b>	Our experience on this project over the last five years has provided us with a broad understanding of the DPW business and technology domains.
<b>Establish accurate assessments and strong accountability controls</b>	As part of our current contract we already provide a strong level of accountability and a variety of means to assess the progress of our support efforts. We will work with DPW to strengthen these measures to address any emerging requirements or areas that require improvement. We also provide an assessment framework which gives DPW transparent visibility into transition responsibilities.
<b>Mitigate risk to the Commonwealth, DPW, clients and taxpayers</b>	With our level of knowledge of the DPW business and technology domains, we are the lowest risk alternative for DPW and the citizens of the Commonwealth.



DPW Orientation/Knowledge Acquisition Transition Objectives	Deloitte Meets DPW Objectives
<b>Establish facilities and appropriate infrastructure.</b>	We have made a significant investment and commitment to the Commonwealth by establishing our Public Sector Solution Center in Camp Hill, PA. We are already operating our projects from this center which provides the Commonwealth with an existing, fully functional project facility on day one of the contract.
<b>Communicate with Other Lot Vendors</b>	As the incumbent we work with the Lot 1-5 and Lot 7 vendors to help facilitate turnover and establish the structure for communication beyond the transition phase of the project. Requirements for communication with other Lot vendors are documented in the Communication Plan.

**Figure 6.1-37. Summary of Our Approach to Meeting Objectives.**  
Summary of how our team meeting the primary objectives and responsibilities defined in the RFP.

## *Resource Plan and Organization Chart for the Transition Team Crosswalked to Operational Positions*

<b>IV</b>	Page <b>IV-313</b>	RFP Reference: Orientation/Knowledge Acquisition Required Items
-----------	-----------------------	---

The Offerors for **Lot #6** and **Lot #7** must describe in detail how they will coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 3) Provide a resource plan and organizational chart for the transition team and crosswalks to operational positions after completion, Resource and

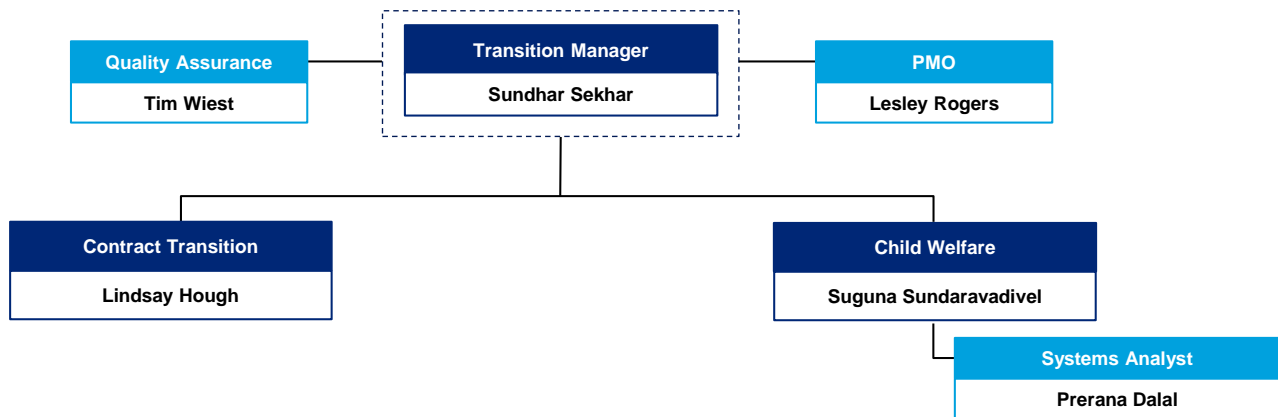
Being the incumbent we bring a strong, established working relationship with key DPW staff, knowledge of your processes and a clear understanding of the importance of ongoing key initiatives. These are key factors in a smooth transition to the new contract while helping DPW deliver, continuous, and uninterrupted services to the people in need throughout the Commonwealth.

We have been through transition processes as part of our prior contracts; we have learned your business, systems, people and operational practices. While there will be some transition to comply with the requirements of the new contract, our team does not need to conduct major activities to transfer the application support responsibilities for the large majority of the in-scope DPW systems. Nonetheless, some transition is required and we are proposing a designated Transition Manager who will focus on the successful execution and completion of the transition effort, working towards meeting the requirements of the new contract while the majority of our team focuses on the regular application support activities defined in the scope of the contract.

We are proposing **Sundhar Sekhar** as our **Transition Manager**. Sundhar brings broad experience with DPW and will guide our team to meeting the requirements of the new contract. He has been working with DPW continuously since 2000. He led the transition to the Integrated Solution contract in 2006, and also led the transition of PACSES to the new operating model in 2007. Sundhar will be our primary point of contact with DPW staff for transition activities and for communications with the other Lot vendors.

**Tim Wiest** will also assist during the transition effort. Tim is the Lead Client Service Partner for the Commonwealth of Pennsylvania and brings over 25 years experience with DPW and in executing and delivering large, custom technology projects. Tim brings experience with DPW IT processes as well IT transformations as a result of his role as the Project Executive for the current PACSES project.

The Organization Chart for the Orientation/Knowledge Acquisition period includes our Transition Manager, other members of the Project Management team as well as members of our team who transition to support the Child Welfare during the operational phase. The Project Management team, described in more detail in *Section 6.2, Project Management*, focuses on establishing contractual procedures and overall project direction, while other resources from our team focus on understanding the Child Welfare applications.



PA\_DPW-1380\_2

**Figure 6.1-38. Organization Chart for Orientation/Knowledge Acquisition.**

The Organization Chart includes for Orientation/Knowledge Acquisition includes our Project Management Team and resources from our team focused on child welfare.



## Conduct Activities

<b>IV</b>	Page <b>IV-313</b>	<b>RFP Reference: Orientation/Knowledge Acquisition Required Items</b>
-----------	-----------------------	--

The Offerors for **Lot #6** and **Lot #7** must describe in detail how they will coordinate and work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to:

4) Conduct activities and procedures for the evaluation, knowledge acquisition, and transition of the in-scope systems relative to, but not limited to the following items:

- Work materials
- Business and Technical Governance (Processes and Procedures)
- Software, tools, and system documentation
- Project Plans and associated status (on-going initiatives and scheduled on baseline, risk/Issues logs, status reports, etc)
- SDLC and Systems life cycle management support tools;
- Systems Operational environments capacities and constraints
- Systems operational status
- Production program and documentation update procedures during transition
- On-going and scheduled maintenance activities (Changes request, defect resolution, technology upgrades, etc)
- On-going and scheduled Mods/Enhancement activities and associated SDLC documentation
- Staffing Levels and Organizational Structures
- Defining and transition of responsibilities
- Skill sets requirements, staff training, and job shadowing
- Criteria for success, validations, and certifications
- Production program and documentation update procedures during transition
- Source code turnover procedures
- General procedures for updating computer programs, data and reference files, ECL and other documentation
- Transition alignment with business cycle and scheduled events
- Check points and transition operational readiness assessments throughout the transition period

We coordinate and work with designated DPW stakeholders, third party vendors and other selected vendors from Lots 1-5 and Lot 7 during the Orientation and Knowledge Acquisition phase, specifically for the Contract Transition and Child Welfare Transition efforts, to conduct activities and procedures as defined within the OKA Transition Plan. We provide more specific information for each of the defined elements of the processes and/or systems being transitioned in the following table:

Requirement	Who are the Stakeholders	Degree of Transition (High, Med, Low)	Coordinate and Work with DPW Stakeholders to Perform RFP Activities
<b>Work materials</b>	DPW Deloitte	Low	We currently maintain and in many cases created the work materials to be included within the Orientation and Knowledge Acquisition phase.
<b>Business and Technical Governance (Processes and Procedures)</b>	DPW Deloitte Lots 1-5 and Lot 7 Select Vendors	Low	We provide understanding of the current governance structure and can easily transition to a new, similar structure that incorporates the needs of additional vendor participants.



Requirement	Who are the Stakeholders	Degree of Transition (High, Med, Low)	Coordinate and Work with DPW Stakeholders to Perform RFP Activities
<b>Software, tools, and system documentation</b>	DPW Deloitte	Low	We continue as much as possible to use similar software, tools, and documentation for Lot 6 activities that DPW has come to expect. Deliverables for the various processes and procedures covered during the Contract Transition effort are finalized in consultation with DPW project participants.
<b>Project Plans and associated status (on-going initiatives and scheduled on baseline, risk/Issues logs, status reports, etc.)</b>	DPW Deloitte	Low	We currently maintain and in many cases created the project plans and associated project management deliverables to be included within the Orientation and Knowledge Acquisition phase.
<b>SDLC and Systems life cycle management support tools</b>	DPW Deloitte	Low	We will continue to use the same SDLC and System Life Cycle management support tools that DPW has come to expect.
<b>Systems Operational environments capacities and constraints</b>	DPW Deloitte Lots 1-5 and Lot 7 Vendors	Low	We understand and work within the current environment capacities and constraints to be reviewed during the Orientation and Knowledge Acquisition phase.
<b>Production program and documentation update procedures during transition</b>	DPW Deloitte	Low	We have understanding of the current systems operational status to be reviewed during the Orientation and Knowledge Acquisition phase.
<b>On-going and scheduled maintenance activities (Changes request, defect resolution, technology upgrades, etc.)</b>	DPW Deloitte	Low	As needed, and prioritized by DPW, we provide trouble shooting and SWAT support to address on-going and scheduled maintenance activities.





Requirement	Who are the Stakeholders	Degree of Transition (High, Med, Low)	Coordinate and Work with DPW Stakeholders to Perform RFP Activities
<b>On-going and scheduled Mods/Enhancement activities and associated SDLC documentation</b>	DPW Deloitte	Low	After the feasibility, system requirements and general design has been completed, the information is shared with the Lot 7 vendor to complete the technical design and proceed with development and implementation.
<b>Staffing Levels and Organizational Structures</b>	DPW Deloitte	Low	We are currently responsible for the ongoing and scheduled modification and enhancement activities to be reviewed during the Orientation and Knowledge Acquisition phase.
<b>Defining and transition of responsibilities</b>	DPW Deloitte	Low	While there will be some transition to comply with the requirements of the new contract, our team and DPW do not need to conduct major activities to transfer the application support responsibilities.
<b>Skill sets requirements, staff training, and job shadowing</b>	DPW Deloitte	Low	All responsibilities are clearly defined for each of the vendors during the transition period. The transition of these support activities occurs at a designated point in time when the knowledge acquisition activities are confirmed to be complete.
<b>Criteria for success, validations, and certifications</b>	DPW Deloitte	Low	We will work with DPW to define the success criteria, the validations and certifications required for the completion of the transition effort.
<b>Production program and documentation update procedures during transition</b>	DPW Deloitte	Low	We currently maintain and in many cases created the production programs and documentation. We will continue to follow the update procedures that are in place.
<b>Source code turnover procedures</b>	DPW Deloitte	Low	We believe that this is primarily a Lot 7 activity. We will transition source code when we support proof of concepts and pilot assessments.
<b>General procedures for updating computer programs, data and reference files, ECL and other documentation</b>	DPW Deloitte	Low	We anticipate this is a Lot 7 activity, but will support this to the extent this is requested of us. We as the incumbent we currently maintain the computer programs, data, reference files, ECL and related documentation. We will continue to follow the update procedures that are in place.



Requirement	Who are the Stakeholders	Degree of Transition (High, Med, Low)	Coordinate and Work with DPW Stakeholders to Perform RFP Activities
<b>Transition alignment with business cycle and scheduled events</b>	DPW Deloitte	Low	For our team there is some transition to comply with the requirements of the new contract. We define procedures to align these requirements with business cycle and scheduled events.
<b>Check points and transition operational readiness assessments throughout the transition period</b>	DPW Deloitte	Low	The OKA Transition plan and Transition Result report are used to provide check points and transition operational readiness assessments throughout the transition period

**Figure 6.1-39. Summary of Our Approach to Detailed Elements of Transition Activities.**  
Summary of our approach to specific, detailed aspects of the transition activities.

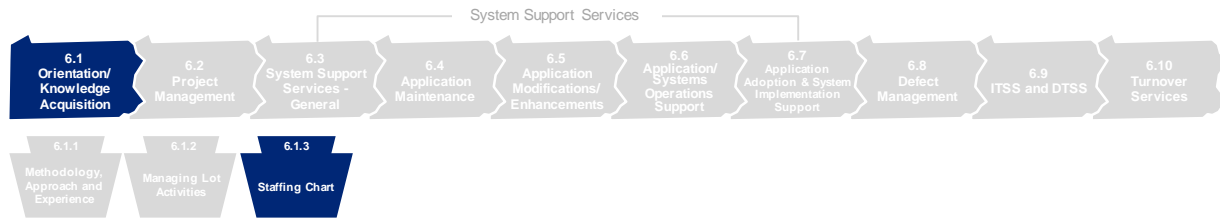
### *Collaboration and Cooperation with other Vendors*

<b>IV</b>	Page <b>IV-314</b>	RFP Reference: Orientation/Knowledge Acquisition Required Items
-----------	-----------------------	---

**NOTE:** The selected Offeror must work collaboratively in the assessment and implementation of any Orientation/Knowledge Acquisition and transition activities. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

Deloitte has been a trusted advisor of DPW’s for over 30 years. We work collaboratively in the assessment and implementation of Orientation and Knowledge Acquisition and transition activities and facilitate coordination amongst other selected Lot vendors to form one cohesive team.

## 6.1.3 Staffing Chart



PA\_DPW-201c\_4

**II**      **Page II-3**      **RFP Reference: II-3. Work Plan**

Offerors must also include a staffing chart that shows the proposed staffing for each week of the Orientation/Knowledge Acquisition for the period of April 1, 2011 to September 30, 2011 by labor category and job function. Show the total number of staff proposed and indicate the equivalent FTEs to account for any staff that are not assigned on a full-time basis. Distinguish on-site versus off-site staff and provide the justification for any staff that are off-site.

Provide similar information for any subcontractors that are proposed.

Provide a role/description table for the Offeror's proposed staffing roles for all Activities and Tasks to support the requirements of the RFP. A description of the duties and functions to be performed by the staffing role must be indicated.

The staff chart the follows provides detailed information about the staff who comprise the organization structure just described. The tables below are applicable for the entire Orientation and Knowledge Acquisition period, covering both Contract Transition and Child Welfare System transition efforts.

### Contract Transition – April 1, 2011 – April 30, 2011

Name	Labor Category	Role/Job Function	FTE Equivalent	Location	Justification if Off Site
Sundhar Sekhar	Project Executive	Transition Manager	.5	On Site	
Tim Wiest	Project Executive	Quality Assurance Partner	.2	On Site	
Lesley Rogers	PMO Manager	Project Management Office Team Lead	1	On Site	
Lindsay Hough	Application Adoption Team Lead	Contract Transition Lead	1	On Site	

**Figure 6.1-40. Staffing Chart for Contract Transition.**

This table includes detailed information about the proposed staffing for the Contract Transition portion of the Orientation/Knowledge Acquisition phase.



### Child Welfare Transition – April 1, 2011 – May 31, 2011

Name	Labor Category	Role/Job Function	FTE Equivalent	Location	Justification if Off Site
<b>Sundhar Sekhar</b>	Project Executive	Transition Manager	.5	On Site	
<b>Lesley Rogers</b>	PMO Manager	Project Management Office Team Lead	1	On Site	
<b>Suguna Sundaravadivel</b>	Child Welfare Portfolio Coordinator	Child Welfare Maintenance	.2	On Site	
<b>Prerana Dalal</b>	Systems Analyst	Child Welfare Maintenance	1	On Site	

**Figure 6.1-41. Staffing Chart for Child Welfare Transition.**

This table includes detailed information about the proposed staffing for the Child Welfare Transition portion of the Orientation/Knowledge Acquisition phase.



# 6.2 Project Management



PA\_DPW-200b

<b>II</b>	Page II-2	RFP Reference: II-3. Work Plan
-----------	-----------	--------------------------------

Describe in narrative form your technical plan for accomplishing the work. Use the task descriptions in **Part IV** of this RFP as your reference point.

<b>IV</b>	Page IV-299	RFP Reference: LOT #6 & Lot #7, Systems Architecture Lot #6 and Technical Support Services Lot #7
-----------	-------------	---

**Project Management** – The selected Offeror will be responsible for managing multiple concurrent IT projects for all application support services identified in this RFP.

*Additional RFP Reference: A. Contract Management and Project Management, Page IV-24*

*Additional RFP Reference: Project Management, Page IV-318*

**Our Project Management approach for Lot 6 uses your Enterprise Project Management Methodology (EPMM), which we jointly developed with DPW through the PMM and SDM efforts. Over the past 5 years, Deloitte has continued to enhance the methodology with experiences and lessons learned from Deloitte’s mutual HHS client and project base to improve communication, deliberate management controls, transparency and accountability. We propose project management staff that brings direct experience in managing DPW systems with Lot 6 service background in Systems requirements and GSD, and projects using this methodology, to better support DPW’s multi-vendor, integrated human services operating model.**

## Introduction

The Department and the Office of Information Technology has expressly indicated your goals to achieve economies of scale, enhance services to its people, provide shared services, and to modernize assets while providing a high level of services to the needy people of Pennsylvania and its state agencies. The complexities associated with managing and delivering these services for such mission critical systems identified in each of the Lots provides an interesting challenge for vendors to fully understand the business and technical intricacies of these systems while achieving your stated goals.

Deloitte has an appreciation for your challenges; over the past 5 years we have acted as your trusted advisor to help you work toward achieving your goals:

- We formed teams and collaborated with you through design and system development
- Worked with you to deliver 200+ work orders
- Managed risks and issues
- Developed and enhanced methodologies to support your business

An effective Project Management *methodology* is the mechanism that brings together these complexities into a cohesive project that is able to meet DPW’s project goals, while at the same time allowing us to monitor, control and improve upon existing processes and procedures. Our project management approach emphasizes a user-focused, joint design process, with a forward-looking and proactive approach to issue and risk management. We focus on the active management of project tasks across DPW, to provide a valuable opportunity to address issues before they escalate.

### Unique and Distinguishing Factors



- Provides DPW with a clear view of the “Health of the Project” using a centralized tool, HP PMC. Allows for transparency and status across work orders, projects and systems to view actual to planned metrics on several dimensions
- Uses an integrated work plan across systems with incorporation of dependent task linkages to respective Lot vendors (especially Lot 7) to better support a multi-vendor, multi-system operating model
- Improves high level estimation with analysis enabled by an estimation tool to capture actual to estimates over time.

Features	Benefits
<p><b>Uses DPW’s Project Management Methodology</b></p> <ul style="list-style-type: none"> <li>• Continuous improvement, including methodology refresh from Deloitte’s HHS client project lessons learned</li> <li>• Performance and metrics based to provide DPW with measures of progress, quality and outcomes throughout the project life cycle</li> <li>• Provides continued maturation with both CMMI and ITIL frameworks relative to software engineering and solution development and delivery processes</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent with DPW PM practices across the enterprise</li> <li>• Reduces schedule, cost and performance risks of projects</li> <li>• Improves quality in SRD and GSD, and repeatability</li> <li>• Better supports multi-vendor, multi-system information technology projects across SDLC phases</li> </ul>



Features	Benefits
<p><b>Enables shared services</b></p> <ul style="list-style-type: none"> <li>Processes and procedures to effectively coordinate and work with designated DPW stakeholders, third party vendors, to successfully meet the business drivers and specified business and technical requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Better supports deployment of IT Shared Services Model providing architecture and solution design for System Architecture Services</li> </ul>
<p><b>Uses Project Management Center (PMC) tool for integrated project management</b></p> <ul style="list-style-type: none"> <li>Effectively manages a Master Project Plan and/or associated sub project plans, tasks, issues and risks, change and schedule</li> </ul>	<ul style="list-style-type: none"> <li>Improves delivery schedule without sacrificing end product quality, performance, or reliability</li> <li>Improves visibility to DPW across work orders and systems for phases relevant to Lot 6</li> </ul>
<p><b>Provides for flexibility, scalability, transparency and accountability</b></p> <ul style="list-style-type: none"> <li>Tailors the full methodology to ramp up and down with demand and the ability to handle project needs</li> <li>Facilitates effective communication with designated project manager vendors and Deloitte to design, create, and implement reliable quality software, technology, and custom software application solutions to support DPW business operations</li> </ul>	<ul style="list-style-type: none"> <li>Achieves greater economies of scale and scope by lowering total cost of ownership</li> <li>Better supports the needs of projects large, medium and small</li> <li>Improves transparency and accountability of project teams through a project's life cycle focusing on SRD and GSD phases</li> <li>Better reporting to DPW</li> </ul>

**Figure 6.2-1. Features and Benefits of Deloitte Project Management.**

Key features and benefits of Deloitte's project management methodology

Successful formulation of concepts for the development of large and complex DPW systems requires a methodical approach to be employed by Deloitte, DPW teams, and other Lot vendors. Our joint team is likely to include large numbers of staff at peak points across the project initiatives. Coordinating this large number of team members, confirming that everyone understands their role and deadlines, and using the same approach to manage the project requires an over-arching development and management methodology. It helps everyone understand their key responsibilities and in what order critical project tasks must be accomplished.

Specific to the Lot 6 activities, Deloitte's uses leading project management methodologies, tools, practices, approaches, knowledge repository from your methodology and other human services implementations and related technology solutions as the basis for our approach. Deloitte's approach is to use your EPMM methodology which is the DPW standard for project management and couple it with our experience and leading practices in project management. The EPMM methodology is based on the Project Management Body of Knowledge (PMBOK).



Deloitte has provided overall project management and Project Management Office (PMO) support to many of the in-scope DPW applications for the past 14 years. This experience provides us with a perspective on the requirements for project management coordination especially for feasibility, system requirements and GSD tasks across the lot vendors, and will provide a strong baseline for helping DPW to integrate multiple vendors in the execution of this important project. Figure 6.2-2 depicts our knowledge of the existing operating environments and its relationship to the Lots as proposed in the RFP.

In the remainder of this section, we describe our general activities, tasks, tools, approaches and our capabilities relating to project management. As the Lot 6 offeror, we recognize that the department may ask Deloitte to assist the Commonwealth in a number of areas and prioritize our work towards those tasks.

All of the project management activities described here broadly represent Deloitte's abilities and approach to Lot 6 project management requirements. Many of these activities require coordination in lock step with the Lot 7 vendor given the mid stream segregation of SDLC phases and the amount of back and forth coordination required across these phases.

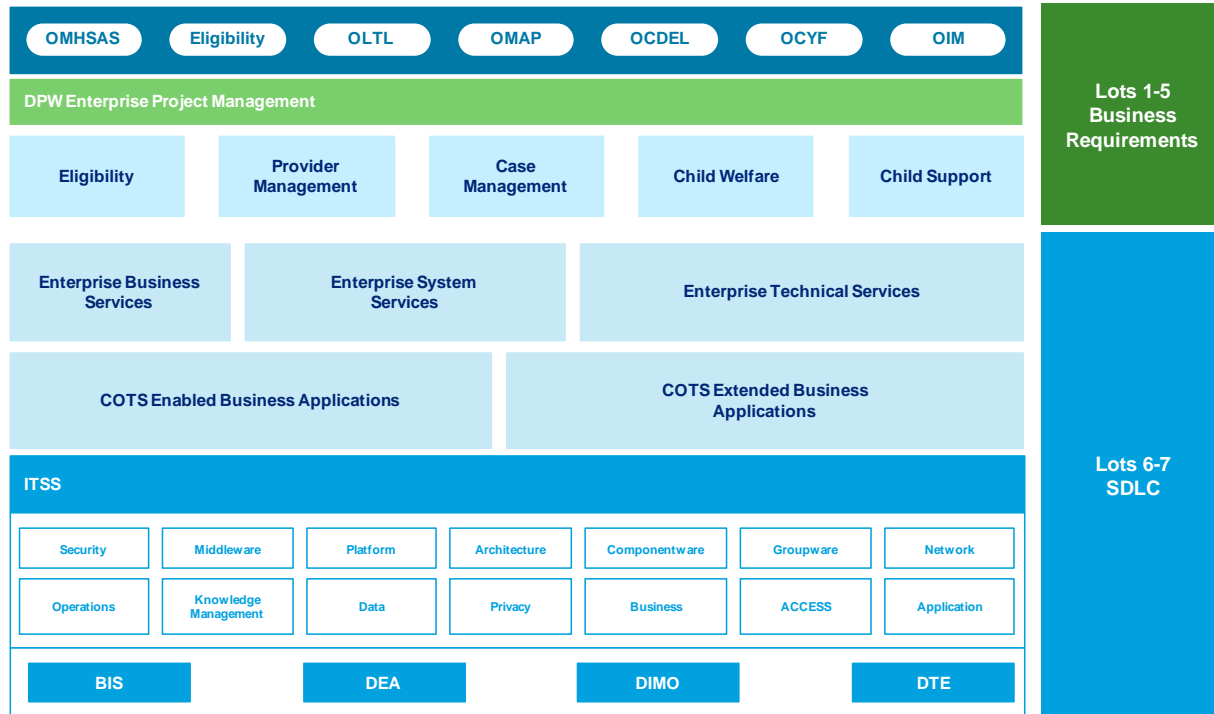
Based on DPW's needs we will work to assign resources based on priorities consistent with Lot 6 offeror's requirements as stated in the RFP.

## Key Staff Spotlight Michelle Keller, PMP

Project Manager



*"DPW and Deloitte have successfully worked together for the past 5 years and have developed a team of skilled project managers that have mitigated risks, met timelines and delivered quality products. My focus will be to continue to manage by planning, effectively and consistently communicating and using standard and automated tools to report metrics and performance."*



PA\_DPW-365\_5

**Figure 6.2-2. DPW Operating Environment.**

Deloitte uses the EPMM Project Management Methodology to manage communication, methods, and project management procedures

In this section we outline our approach to Project Management for Lot #6. Project management focuses on levers that can affect DPW’s project success as it relates to feasibility, system requirements and GSD. Together we will achieve scope and deliverable management, resource management, communication and quality management as well as risk and issue management. Our past and current successes provide DPW with a firm that demonstrates repeatable positive results for our clients. We feel this evidence is paramount when considering a HHS solutions integrator for a project of this size and complexity. To demonstrate our direct and relevant project experience, we feel there is no better voice than you hearing from our clients. On the following page, we are pleased to present DPW with a letter of reference from one of your peers demonstrating our capabilities and character in delivering successful and tangible results in the Health and Human Services programs and IT.

Our past and current successes provide DPW with a firm that demonstrates repeatable, positive results for our clients. We feel this evidence is paramount when considering an HHS thought leader for a project of this size and complexity and one that requires the latest thinking in the HHS and IT industry. To demonstrate our direct and relevant project experience, we feel there is no better voice than you hearing from our clients. On the following page, we are pleased to present DPW with a letter of reference from one of your peers demonstrating our capabilities and character in delivering successful and tangible results in the Health and Human Services programs and IT.



*The Commonwealth of Massachusetts  
Executive Office of Health and Human Services  
One Ashburton Place, Room 1109  
Boston, MA 02108*

DEVAL L. PATRICK  
Governor

TIMOTHY P. MURRAY  
Lieutenant Governor

JUDYANN BIGBY, M.D.  
Secretary

Tel: 617-573-1600  
Fax: 617-573-1890  
[www.mass.gov/eohhs](http://www.mass.gov/eohhs)

August 13, 2010

Kay Shaffer  
Department of General Services  
Bureau of Procurement  
555 Walnut Street, 6th Floor  
Harrisburg, PA 17101-1914

Dear Ms. Shaffer:

Deloitte has been a trusted partner of the Massachusetts Executive Office of Health and Human Services (EOHHS) for the past six years. In 2004, the state of Massachusetts contracted with Deloitte Consulting to develop the Virtual Gateway – Intake, Eligibility & Referral (IE&R) system which enabled provider access to assist citizens with applying for Medicaid, Children’s Health Insurance Program (CHIP), SNAP, and other state programs such as WIC and Child Care. Deloitte undertook this effort after the failed attempt by the previous vendor to work with the agencies involved to come up with a single common application across programs. Deloitte was able to finalize requirements, build the application and go live in less than six months.

Since implementation of IE&R in 2004, Deloitte has managed all aspects of the systems development lifecycle supporting maintenance and major enhancements to the system. In addition we have contracted with Deloitte to add several additional services such as My Account Page, Streamlined Renewals, and Change Form which were strategic tools enabling the state to empower providers to support the significant increase in case load when Health Care Reform was passed in Massachusetts in 2006.

In 2008 EOHHS was at a critical juncture in its efforts to complete the implementation of a Purchase of Services (POS) billing system for Human Services Providers, the Enterprise Invoice Management and Enterprise Service Management (EIM/ESM) system. To realize the EOHHS enterprise wide vision for the project, EOHHS required a vendor with the full breadth and depth of technical capabilities necessary to see this initiative through to completion. This required significant process improvements in order to increase reliability in software quality, improve adherence to project timelines and to increase the confidence in the system’s end users. Now, two years after Deloitte took over the development and maintenance of the system from the original vendor, EIM/ESM is managing over \$1.2 billion in payments.

Deloitte has been a valuable member of the EOHHS team since the beginning of the Virtual Gateway. EOHHS and Deloitte have collaboratively worked on numerous initiatives which have continually

PA\_DPW-1313a



improved invoice management, eligibility processes and self service access to information within the agencies.

If you have any additional questions regarding the Virtual Gateway, our programs, or the role of Deloitte in supporting EOHHS, please feel free to reach me at 617-573-1637 or email me at [Andrea.Dodge@MassMail.State.MA.US](mailto:Andrea.Dodge@MassMail.State.MA.US)

Sincerely,

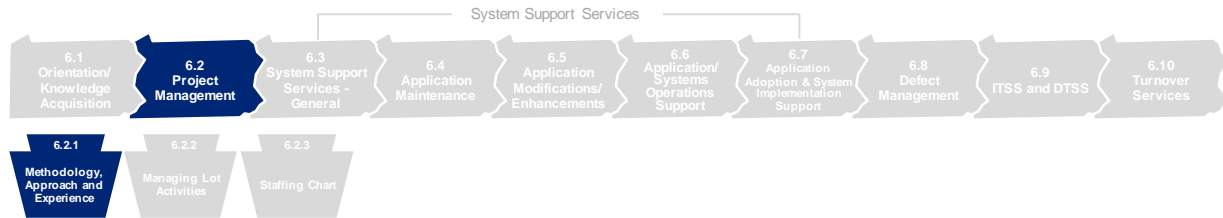
A handwritten signature in blue ink, appearing to read "AD", with a long horizontal stroke extending to the right.

Andrea Dodge  
Chief Operating Officer  
Executive Office of Health and Human Services

Cc: File

PA\_DPW-1313b

## 6.2.1 Methodology, Approach and Experience

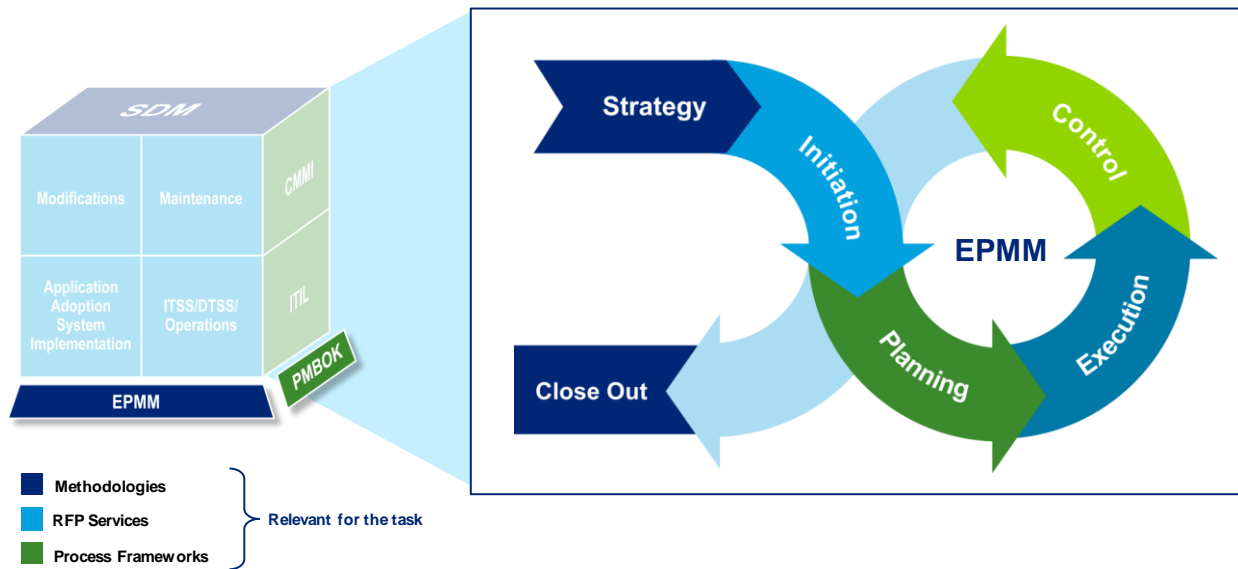


PA\_DPW-202a\_4

**II-3** Page II-3 RFP Reference: II-3. Work Plan

Where possible, the Offeror should provide specific examples of methodologies or approaches that will be used to fulfill the various requirements, how these methodologies will be adapted for this contract and implemented, and examples of the Offeror's similar experience and approach on comparable projects. This discussion should include a description of Offeror's experience with Service Oriented Architecture (SOA) methodologies, Enterprise Architecture (EA) methodologies, large-scale, complex system takeovers, implementations, maintenance and operations, and turnovers, as appropriate. This discussion should also include a description of the Offeror's experience and methodologies associated with strategy and planning, application support services, and, systems architecture services, technical services when relevant to the proposed Lot(s).

We use DPW's EPMM methodology for project management that is consistent with PMI PMBOK and CMMI mature processes. We infuse rigor and discipline consistently throughout project task groups in the form of structured controls to manage risk, monitor quality, measure performance, and maintain the project schedule. Management controls also provide visibility into our processes, which allows us to apply continuous process improvements.



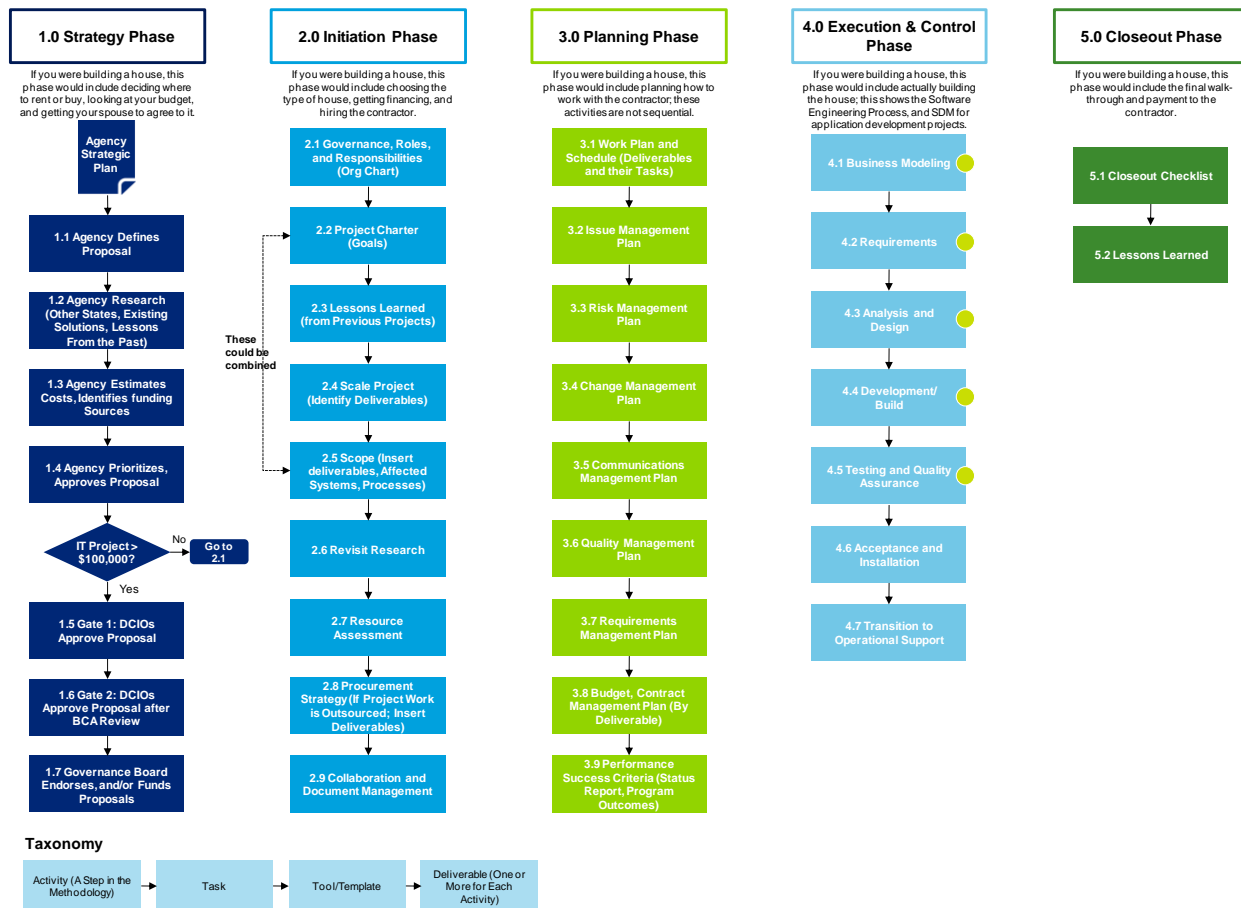
PA\_DPW-162i\_2

**Figure 6.2-3. PMM.**

Deloitte uses the EPMM Project Management Methodology to manage communication, methods, and project management procedures.

The EPMM methodology includes each aspect of project management related to software development. It is influenced by the Systems Engineering Process (SEP) developed by the Commonwealth. EPMM includes the phases of the project including strategy, initiation, planning, and execution, control, and close out. EPMM is based on and adheres to the concepts embodied in the Project Management Body of Knowledge (PMBOK), developed by the Project Management Institute (PMI). EPMM focuses on applying successful project management principles and leading practices to project delivery. EPMM includes a detailed approach and contains standard project management related tools, detailed procedures, templates, standard work plans, status reports, and other materials that support the various initiatives of DPW. Figure 6.2-4 depicts the methodology, including phases and activities.

### DPW's Enterprise Project Management Methodology for Application Development



PA\_DPW-458\_2

**Figure 6.2-4. DPW EPPM.**






EPPM provides discreet phases which facilitate a higher degree of communication, issue and risk management, staffing, and quality assurance to successfully maintain and operate the DPW mission critical systems.



DPW’s methodology includes distinct phases associated with the system development life cycle, including:

- **Strategy.** Project is defined and success factors and goals are identified
- **Initiation.** Project is kicked off and the high level project strategy is refined
- **Planning.** Project plan is developed and project processes and procedures are validated
- **Execution and Control.** Software is designed, coded, tested, and implemented
- **Close Out.** Knowledge transfer is conducted and lessons learned are collected

These key phases are consistent, and follow your EPMM methodology while using the specific project management PMBOK framework, which we describe in Figure 6.2-6. The key threads of EPMM are highlighted in Figure 6.2-5 and are critical for successfully managing the Information Technology Support and Services for DPW. The specific activities and threads will be used that are relevant for the services specific to Lot 6.

Enterprise Project Management Methodology (EPMM) Threads	
Project Thread	How The Thread Supports DPW
 Organization	<ul style="list-style-type: none"> <li>• Verifies the effective use of the resources involved in the project, including project stakeholders. It employs organizational strategy development, planning, staff acquisition and team development activities. This thread helps our project team align resources and work with DPW to have an effective, joint management team.</li> </ul>
 Logistics	<ul style="list-style-type: none"> <li>• Verifies that a detailed strategy and plan are implemented to prepare and maintain the technical and physical project environment, including identification of both physical and technical requirements. These activities verify effective integration and maximum productivity of resources. This thread reduces project risk by facilitating a smoother project ramp-up.</li> </ul>
 Communications	<ul style="list-style-type: none"> <li>• Verifies the timely and appropriate generation, collection, dissemination and nature of project information. Our project management team employs communications planning, information distribution, performance reporting, monitoring and administrative closure activities to support project planning, coordination, status control and overall management of deliverables, scope and internal communication.</li> </ul>
 Procurement	<ul style="list-style-type: none"> <li>• Employs the processes necessary to acquire goods and services from outside the organization. The processes include procurement planning, solicitation planning, solicitation, source selection, contract administration and contract closeout. Reduces risk of project hold ups due to missing or inadequate software and hardware items.</li> </ul>
 Workplan	<ul style="list-style-type: none"> <li>• Verifies the timely completion of the project through activity definition, activity sequencing, activity duration estimating, schedule development and schedule control. We use this thread to develop for DPW a realistic work plan that is experienced based and implements requirements on time and on schedule.</li> </ul>



Enterprise Project Management Methodology (EPMM) Threads	
Project Thread	How The Thread Supports DPW
Financials	<ul style="list-style-type: none"> <li>Verifies that the project is completed within the approved budget through resource planning, cost estimating, cost budgeting and cost control processes. Our management team uses this to accurately record and report time so that billing and collection activities are monitored and controlled.</li> </ul>
Risk/Issues	<ul style="list-style-type: none"> <li>Identifies, analyzes and responds to project risks. It includes maximizing the results of positive events and minimizing the consequences of adverse events through risk analysis and risk management control. Our team uses processes of this thread during the project to identify, address and resolve issues in an expedient and diplomatic manner.</li> </ul>
Scope/Change	<ul style="list-style-type: none"> <li>Verifies that the project includes the required work to successfully complete the project and that critical changes are managed and properly communicated to affected stakeholders. Our project team uses this to define and control the project, tracking, modifying, and controlling the steps for realizing the anticipated project benefits and providing a structure to manage change. This reduces risk to DPW of the project being bogged down in scope creep.</li> </ul>
Quality	<ul style="list-style-type: none"> <li>Verifies that the project satisfies the needs for which it was undertaken, including identifying quality standards, evaluating overall project performance and monitoring specific project results to discard the causes of unsatisfactory performance. Application of this thread by our team results in a higher quality end-product, that is more user-friendly, reflects DPW" desired business processes, and is a valuable asset to the Department.</li> </ul>
Implementation	<ul style="list-style-type: none"> <li>Defines strategy for implementing new technology, new business processes, a new organization or a new product. Our Implementation team uses these processes for developing a strategy and plan with DPW based on leading practices, and jointly executes and monitors it.</li> </ul>
Integration	<ul style="list-style-type: none"> <li>Verifies that the various elements of a project are coordinated so that deadlines are met, duplicative work is discarded, resources are maximized and deliverables are of high quality. It requires negotiating tradeoffs between competing objectives and alternatives in order to meet or exceed stakeholders' needs and expectations.</li> </ul>

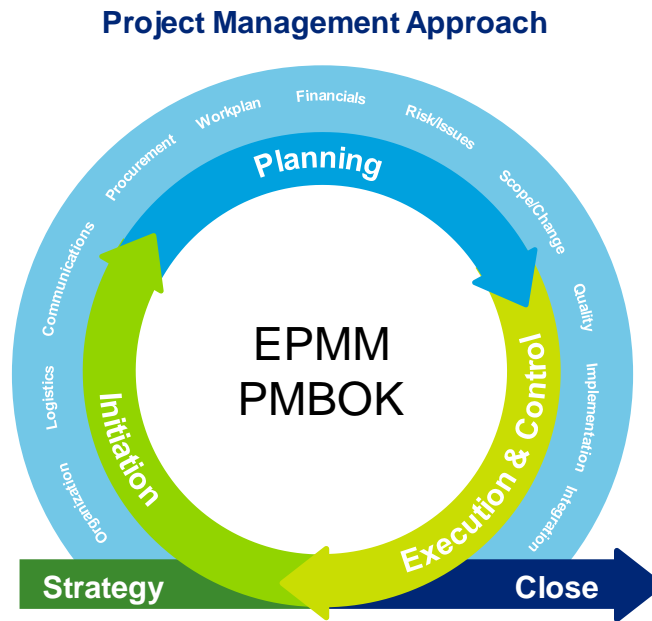
**Figure 6.2-5. Key Threads for Successful Project Management.**

Key Threads within EPMM that are key to a successful project management and are consistent with PMI PMBOK

The EPMM guides our managers and staff in the most effective techniques for project management, information planning, system design, and system implementation and will be used throughout the phases of the DPW IT Support and Services engagement. It works hand-in-hand with our current software development and project management processes. For Lot 6, we will work to incorporate the portions of EPMM that are relevant to the feasibility, system requirements and General system design components of our approach.

## Approach

We outline our approach to project management phases and the key activities in Figure 6.2-6. Deloitte has used this project methodology across our Commonwealth projects including HCSIS, CIS, PELICAN, PACSES and in other departments like OA/OIT, L&I, PDE, and PID. The benefit of using this methodology is that this is the Commonwealth standard so that your teams and project managers are familiar with the terminology and process steps. In addition, EPMM utilizes the concepts and definitions of PMBOK which is a widely accepted standard for project management. As EPMM concepts use Deloitte's PMM methodology, the staff we bring to DPW are well versed with your methodology and principles.



PA\_DPW-789\_2

**Figure 6.2-6. Deloitte Project Management Methodology**  
Deloitte incorporates EPMM and PMBOK as the foundation and guiding principles for project management

Phases	Approach to Using EPMM on DPW Projects
<p><b>Strategy</b></p>	<p>The first phase of the Program Management Methodology is the defining the strategy for the project. The strategy phase defines the project and documents critical success factors and project goals. While the strategy phase may not be appropriate for Lot 6 activities, major changes would use this phase. Deloitte:</p> <ul style="list-style-type: none"> <li>• Serves to provide input to the Commonwealth during the Strategy Phase</li> <li>• Helps assess impact to existing solutions</li> <li>• Estimates project costs and overall levels of effort related to the Lot 6 services</li> </ul>



Phases	Approach to Using EPMM on DPW Projects
<b>Initiation</b>	<p>Working together during this phase, Deloitte and DPW can develop a strong business strategy by completing the following activities:</p> <ul style="list-style-type: none"><li>• Review and document business requirements</li><li>• Provide justification for the project/release</li><li>• Refine the high-level strategy and develop a detailed strategy for the completion of each release as necessary</li><li>• Support content management activities such as identifying where content is stored and defining user access</li><li>• Begin planning project communication and identifying staff roles and responsibilities</li><li>• Work with the Department's existing Business Review Board to promote the use of existing solutions and functions when possible and confirm that impacted stakeholders agree to the strategy and business approach</li><li>• Use the BRB as a resource throughout the Planning Phase of the SDLC</li><li>• Work with the Department to prepare a formal Business Review prior to commencing the Requirements Definition Phase of the project</li></ul>
<b>Planning</b>	<p>During the planning phase, we:</p> <ul style="list-style-type: none"><li>• Define deliverables such as the work plan, scope documents and requirements</li><li>• Identify a proposed implementation date and identify additional stakeholders</li><li>• Finalize the staffing plan for this release and allocate resources as appropriate</li><li>• Identify BIS and program office staff that should participate in this release with an eye towards transition to DPW self sufficiency</li><li>• Develop the work plan using the DPW standard</li><li>• Review and validate project processes and procedures, update project schedules and finalize the project work plan</li></ul>

Phases	Approach to Using EPMM on DPW Projects
<b>Execution and Control</b>	<p>The execution and control phase is where the majority of the work on the project will occur. Development and modification of software as well as testing and implementation occurs during the execution and control phase. Throughout this phase, we:</p> <ul style="list-style-type: none"><li>• Work with the Department’s Architecture Review Board (ARB) to elaborate on how the solution will be implemented in order to facilitate alignment with DPW’s existing technical standards and use existing business services where possible.</li><li>• Apply the Department’s technical standards throughout the General Systems Design phase and the Detailed Systems Design phase in preparation for a formal Architecture Review prior to commencing the development phase of the project</li><li>• Execute the training courses and implementation activities, including system reporting and help desk operations</li><li>• Monitor progress and identify and implement corrective actions to resolve problems.</li><li>• Identify risks and issues and the resolution processes</li><li>• Deliver project status reports and other communications to inform stakeholders of progress and issues</li><li>• Manage the submission and review of deliverables and work products using DPW standards</li><li>• Conduct resource management activities that include processes used to review performance and assess training needs</li></ul>
<b>Close Out</b>	<p>The closeout phase will occur at the end of each functional release as well as at the overall project completion. The phase includes the activities conducted at the end of a phase such as:</p> <ul style="list-style-type: none"><li>• Knowledge transfer</li><li>• Collection of lessons learned that are relevant to the specific release</li><li>• Assessment of knowledge transfer</li><li>• Completion of contract closure</li><li>• Archival of project documents</li></ul>

**Figure 6.2-7. DPW EPMM4 Approach Activities.**

Deloitte uses EPMM and extends with the CMMI framework for overall project delivery, quality processes, and continuous improvement in application design and development. Capability Maturity Model Integration (CMMI) is a process improvement maturity model for development of products and services. It consists of industry leading practices that address development and maintenance activities that cover the product life cycle from initiation through deployment and maintenance. For Lot 6, we will focus to using CMMI during the initial project phases. CMMI provides a structured view of process improvements across an origination. CMMI can help:

- Integrate traditionally separate organizations
- Set process improvement goals and priorities
- Provide guidance for quality processes
- Provide a yardstick for appraising current practices

There are five CMMI maturity levels (Initial, Managed, Defined, Quantitatively, Managed and Optimizing) and each maturity level from CMMI level 2 to 5 includes specific process areas.

We attribute much of our success to the adoption of mature, repeatable processes and disciplines that span the entire systems development life cycle, as evidenced by our CMMI L3 maturity rating. Obtaining the CMMI rating demonstrates our commitment to having independent validation of our long and distinguished track record of system development processes, disciplines, and repeatable results. The benefit to DPW is that at CMMI Level 3 the processes are well characterized and understood.

### Unique and *Distinguishing* Factors



- Deloitte achieved a CMMI L3 maturity rating for the System Development organization in May 2008 by institutionalizing a system of periodic assessments, audits, and appraisals under the leadership of Deloitte's internal SQ organization
- Culminated a formal SCAMPI, ARC Class A appraisal led by an independent SEI authorized lead appraiser on May 31, 2008, utilizing the CMMI v1.2 staged model and DEV



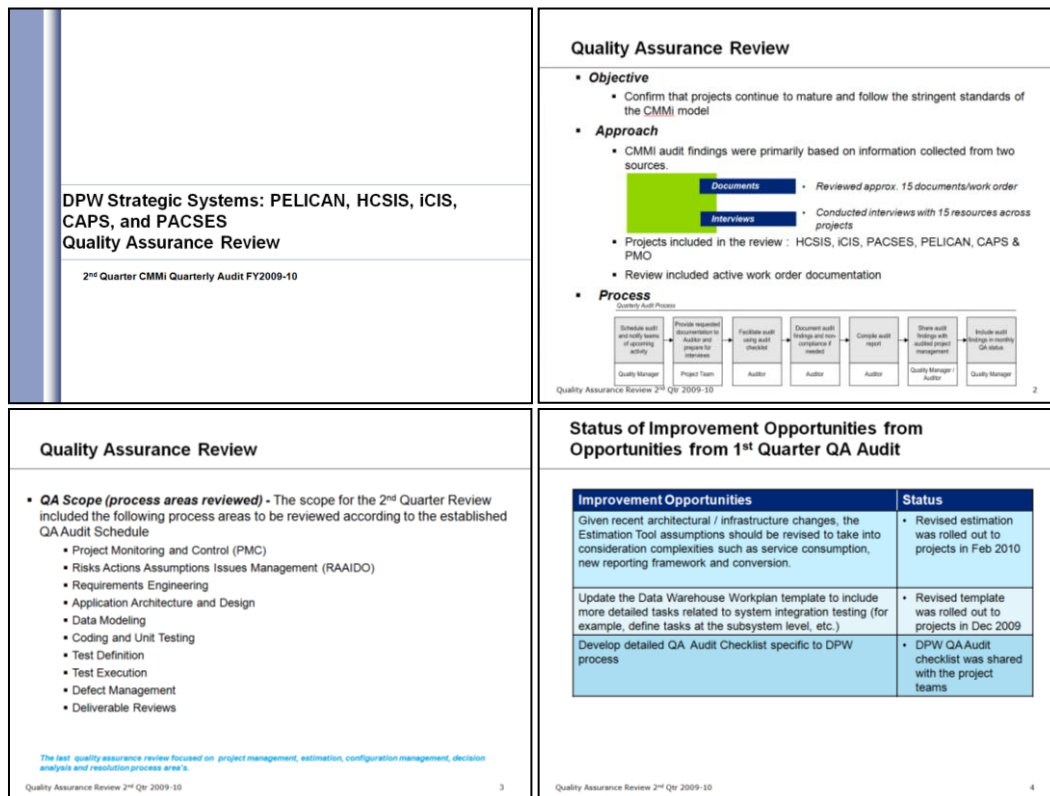
**Figure 6.2-8. CMMI Level 3 Certificate.**

Deloitte Systems Development Service Line has been appraised at CMM Maturity Level 3 and we use CMMI L3 principles on the DPW projects

Deloitte makes a significant, on-going investment in the people, processes and infrastructure required to promote consistent, quality delivery of systems to our clients and has established a dedicated Services Quality (SQ) organization. This organization is independent of the project groups is responsible in developing, maintaining the methods, method coaching and verifying the process compliance in the projects to identify process improvements



Figure 6.2-9 shows the implementation of the CMMI principles evidenced in a CMMI project assessment review for DPW.



PA\_DPW-854





**Figure 6.2-9. DPW CMMI Review Sample.**  
Deloitte Systems Development Service Line has been appraised at CMM Maturity Level 3.

## Experience and Examples

Deloitte’s brings specific project management service area in technology dedicated to refining our methodologies, training staff, and developing tools and technologies to support the delivery and management of large multi-vendor multi-system engagements. We use these experiences on our IT services projects including the examples below from the Commonwealth of Pennsylvania, State of Texas, State of Florida, and the Federal Government – Transportation Security Administration (TSA). The department benefits from our experience and qualifications in project management which allows our teams to successfully manage, deliver, and provide high quality to this project.

Specific to Lot 6, we have experience in developing feasibility, system requirements, general system design and associated assessments, feasibility reviews, technology and product evaluations as a initial step towards design, and development of large-scale IT solutions. The following provides a sample of our experiences.

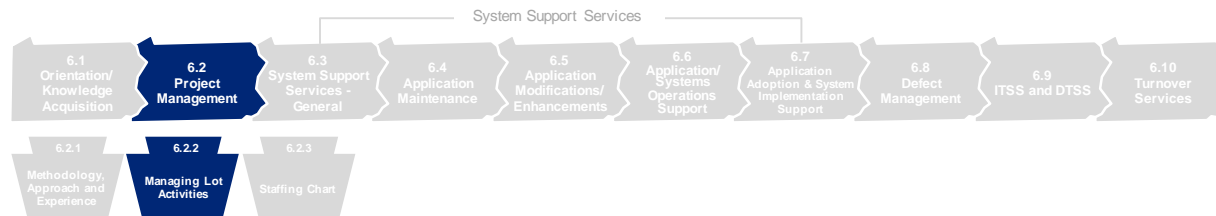


Deloitte Experience Footprint	Deloitte Role in Providing Services Similar to DPW Requirements
 <p><b>Commonwealth of Pennsylvania</b></p>	<p>Deloitte has been working with the Department of Public Welfare following the EPMM methodology for many years. We have implemented the methodology over the PACSES, CIS, HCSIS, PELICAN, and CAPS projects. We have developed a Program Contract Management office in which we implemented each phase of the Project Management Methodology from strategy to project close-out.</p> <p>The project consisted of over 400 staff, 175 work orders, 4900 deliverables submitted, 4 integrated project schedules to manage the business systems, we conducted over 190 steering committee meetings, and implemented over 100 software releases.</p> <p>Deloitte managed the project using EPMM Project Management Methodology, is CMMI Level 3 compliant. In addition, we adhere to the EPMM methodology at DLI, PID, PDE and OA/OIT</p>
 <p><b>State of Texas</b></p>	<p>As a CMMI Level 3 compliant practice, the our work at the State of Texas follows a disciplined approach to project management, including structured processes for quality management, risk management, and deliverable management. There is a team of 140+ individuals submitting over 200 deliverables each year, Deloitte and the Texas Health and Human Services Commission (HHSC) conduct weekly meetings to review status. The Deloitte team creates a project status reports that detail the current status and upcoming milestones for each thread of the project including maintenance activities, enhancement release activities, and project management activities. In addition, the team follows a structured deliverable review process that involves peer reviews, QA reviews, and submission through the Project Management Office.</p>
 <p><b>State of Florida</b></p>	<p>Deloitte has been working with the Florida Department of Children and Families (DCF) for the past four years. Deloitte follows DCF's Information Systems Development Methodology (ISDM), which is a set of established standards and processes for software development at the Project while assisting DCF in strengthening the ISDM with newer standards and processes based on industry standards and guidance.</p>
	<p>With a \$1.2 billion budget, five major programs and 16 functions, OST required assistance to optimize the way they do business and support their day to day operations to confirm they were efficiently and effectively managing their business. In September 2008, OST engaged Deloitte to provide this project management support across a broad range of businesses in support of overall strategy, program planning and management, financial requirements, communications, logistics and evaluation. Specific tasks included:</p>

**Figure 6.2-10. Deloitte Project Management Experience and Examples.**



## 6.2.2 Managing Lot Activities



PA\_DPW-202b\_4

<b>II-3</b>	Page <b>II-3</b>	RFP Reference: II-3. Work Plan
-------------	---------------------	--------------------------------

Provide a description of the Offeror's plan and approach for managing the Lot's Required Activities and Tasks.

We propose a project management plan and approach for managing the Lot 7 required activities and tasks that uses DPW's EPMM methodology and extends with continuous improvement with assets and lessons learned gained from DPW projects and our national HHS projects of similar size, scope and complexity. Further, we propose project and contract management staff with DPW and EPMM experience that minimizes transition risk and better supports DPW's new operating model that includes multiple vendor interactions.

As a Lot 6 offeror, Deloitte plays a very important role in the overall project management by coordinating with Lots 1 – 5 for high level BRD and working in lock step with the Lot 7 vendor to transition SRD and GSD to aid in the development of DSD resulting in a functioning solution.

In the following narrative, we highlight the key features of our approach for managing lot activities prior to our response to Project Management requirements contained within Part IV-6 General Requirements for All Lots and Part IV D. Systems Support Services.

### Issues, Risks and Proposed Solutions

<b>II</b>	Page <b>II-3</b>	RFP Reference: II-3. Work Plan
-----------	---------------------	--------------------------------

During this discussion, the Offeror should identify potential issues/risks and proposed solutions.

Deloitte is uniquely positioned to fully comprehend the issues and risks associated with providing System Architecture Services for DPW's strategic business systems. During our 30 year business relationship, we have jointly established the current project management methodology that includes the processes, procedures, artifacts, templates and tools to effectively manage DPW projects within a framework of continuous improvement. Further, this relationship provides us with an understanding of DPW's vision of an integrated human services delivery model that includes multiple vendors and shared services within a service oriented environment.



Based on this understanding, as well as the lessons learned from our national HHS client and project base that includes those of similar size, scope and complexity to DPW, we provide a list of the most critical issues and risks regarding project management on this new contract. More importantly, we propose solution designs that reduce or avoid these issues and risks and have incorporated them into our project management approach. We provide a full list of issues, risks and proposed solutions in our *Tab 4, Section 4.3, Issues and Risks*, narrative response.

Issue/Risk	Deloitte's Mitigation Strategy
<p><b>Lack of Consistency of Project Management Tools and Methods Across Lot Vendors</b></p> <ul style="list-style-type: none"> <li>Each vendor will bring their own project management tools to manage their tasks or face a steep learning curve adapting to the current DPW standards.</li> </ul>	<p>Proposes to use the same jointly established project management tools and methods:</p> <ul style="list-style-type: none"> <li>Tools and methods consistent with Deloitte's other national HHS projects of similar size, scope and complexity.</li> <li>DPW is familiar with methods and tools to maintain project transparency.</li> <li>Worked with DPW on the current contract to initiate and instill sound project management principles throughout the entire organization.</li> </ul>
<p><b>Loss of End to End Accountability for Initiatives</b></p> <ul style="list-style-type: none"> <li>Loss of the tight coordination of efforts and delineation of responsibilities between the vendors for lots 1 through 7 necessary to implement initiatives.</li> <li>Lack of clarity in determining ownership and responsibility of final product resulting in more time spent resolving "ownership" issues.</li> </ul>	<ul style="list-style-type: none"> <li>As evidenced by our work in other states including Massachusetts, Florida, and Texas we understand the interdependence between the various vendors and understand the importance of cooperation and teamwork. We work collaboratively with other vendors to help confirm that the client and the project are successful.</li> <li>We do not shy away from our responsibilities and when the lines of demarcation between vendors seem to be somewhat blurred, we have established that we can work with you to help overcome these boundaries and step up with the level of ownership that has been characteristic in DPW and elsewhere.</li> </ul>



Issue/Risk	Deloitte's Mitigation Strategy
<p><b>Multi-Vendor Coordination</b></p> <ul style="list-style-type: none"> <li>• Robust cross vendor coordination is necessary to allow the Department to progress its goals.</li> <li>• Having a cohesive team across lots 6 and 7 is critical to the successful implementation of your enterprise goals.</li> </ul>	<ul style="list-style-type: none"> <li>• The Deloitte Team has well documented successes in environments where multiple vendors are engaged in a single contract. Our results in Massachusetts, Florida, and Texas are just 3 examples.</li> <li>• Our mantra has been, and continues to be, that we are your partner. That extends beyond the DTE, DIMO, and DEA staff, but also extends to the other subcontracts with whom you chose to do business. We are all in this together and your success is our success.</li> <li>• Our approach employs cross vendor participation in implementation planning and execution activities and tasks.</li> <li>• Our approach included coordination with the Lots 1-5 vendors to provide a smooth hand off from Business Requirements to System Requirements and from Integration Testing to User Acceptance Testing.</li> <li>• Deloitte as the Lot 6 offeror is positioned to identify implementation risks based on the functionality and design, and coordinate the implementation approach with Lot 7 vendor.</li> </ul>
<p><b>Focus Shifts to Contract Administration Instead of IT Delivery</b></p> <ul style="list-style-type: none"> <li>• Project management time will be diverted to managing the administration of the contract and multi vendor environment as opposed to staying focused on the IT processes to deliver new initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• The Deloitte Team's organizational model for this engagement emphasizes that members of our team not only share the responsibility but also the outcome.</li> <li>• Our tiered organization is comprised of managers that report directly to the project manager. Their role is to focus on the day to day delivery of DPW's needs. They are empowered to make decisions thus helping to confirm that bottlenecks do not exist at the top.</li> </ul>

Figure 6.2-11. Project Management Issue/Risks and Mitigation Strategies.



## Processes, Tools, and Reports

II

Page  
II-3

RFP Reference: II-3. Work Plan

For each of the Lot's Required Activities and Tasks, describe the processes that will be followed and tools that will be used; describe the reports that will be used to track, monitor work, and measure performance.

Within each of the five phases are key activities, Deloitte proposes several tools for executing the activities within each phase. Deloitte recognizes that DPW will standardize on the use of tools across the lot vendors. To be responsive to RFP requirements as the Lot 6 offeror, we have proposed a set of management and tracking tools that leverages your current assets while helping DPW progress in tracking the additional requirements as a result of this contract. The following tools will be used to the extent they are applicable for the services provided by us as a Lot 6 offeror.

According to a recent Deloitte's client project manager, "I think PMC is a huge step forward in providing project management consistency across projects, and providing more standardized and intuitive project status reporting and management transparency."

The main tool we propose for Project Management is **Project Management Center (PMC)**, a **management tool** used for planning and monitoring including, risks, issues, work plans, scheduling, resource allocation, time tracking and budgeting. In addition, **ATS**, our **tracking tool** will initially be used for tracking defects, enhancements, changes, scripts, test scenarios and incidents. We will work with you by using the TRT process to identify alternatives.

Deloitte Project Management Center 7.5 (PMC) is an HP-based tool that supports practitioners in performing project management activities through a Web-based application interface. PMC provides a centralized platform to manage each phase of a project: delivering preconfigured dashboards for project startup, predefining workflows, confirming easy accessibility and information-sharing among the parties, and producing real-time reports.

The following table provides some key features of the PMC tool:

### Key Features of Project Management Center 7.5

#### Project Summary Dashboard

- The PMC provides a high level dashboard of the overall project status with drill down capabilities to the details of the milestone, tasks, and deliverable. Exception messages provide the project manager with a view into the health of the project and areas of the project that need additional attention.

#### Work Plan Dashboard

- The detail project metric information may be 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, Tasks not started. Time spent and time remaining on the tasks is provided based on the actual work plan status and effort reported by the assigned team members to a task. The work plan dashboard also provides multiple views of the plan.

## Key Features of Project Management Center 7.5

<b>Project Settings</b>	<ul style="list-style-type: none"> <li>The Project Summary Dashboard provides an overall Health of the project (Red, Yellow, and Green) based on the number of Exception messages. Health metrics and calculations are defined in the project settings and can be defined for project, schedule, cost and issues.</li> </ul>
<b>Risk/Issue Manager Dashboard</b>	<ul style="list-style-type: none"> <li>The Risk/Issue Manager Dashboard provides a summary of the risks/issues and classifies potential risks that could affect the project by type, priority, potential impact and probability of occurrence.</li> </ul>

Figure 6.2-12. Key Features of PMC 7.5.

Many of the tools listed below here apply to the full suite of SDLC phases. We recognize that DPW will standardize on tools across the SDLC phases. As a result we have proposed to continue many of the tools that are currently being used as DPW standards. We have identified a few new tools to meet the specific contract requirements.

The table below summarizes by phase and activity the tools that we propose to use as a Lot 6 offeror.

Phase	Project Management Activity	Management Tools
<b>Strategy</b>	Agency Defines Proposal	The Commonwealth defines the proposal or project associated with
	Agency Research	The Commonwealth conducts research on alternatives and functionality required.
	Agency Estimates Costs, Identify Funding Sources	The Commonwealth with support from Deloitte develops estimated costs and identifies federal and state funding sources.
	Agency Prioritizes, Approves Proposal	The agency determines the priorities and approves the proposal or work order.
	Gate 1 - DCIO Approval Proposal	The Commonwealth approves the proposal
	Gate 2 – DCIO’s Approve Proposal	The Commonwealth approves the proposal
	IT Governance Board Approves	The IT Governance board approves the proposal
<b>Initiation</b>	Governance Roles and Responsibilities	Project Management Plan, Communication Plan
	Project Charter	Project Charter template
	Lessons Learned	Lessons Learned template
	Scale Project	High Level Estimates
	Scope	Work Order template
	Revisit Research	Decision Analysis Research
	Resource Assessment	PMC, Resource Estimates through HLE, Microsoft Project Schedule, Staff Utilization Report
	Procurement Strategy	N/A



Phase	Project Management Activity	Management Tools
	Collaboration and Document Management	Docushare document repository
<b>Planning</b>	Work Plan and Schedule	PMC, Microsoft Project Plan, PMO Tracker, Project Runway
	Issue Management Plan	PMC, N/A
	Risk Management Plan	PMC, N/A
	Change Management Plan	PMC, ATS, Change Control System
	Communications Management Plan	Project Management Plan, Communication Management Plan
	Quality Management Plan	ATS, Quality Assurance Plan
	Resource Requirements Plan	PMC, Resource Staffing Plan, Microsoft Project Plan
	Budget, Contract Management Plan	PMC, Invoice
	Performance, Success Criteria	PMC, Implementation Checklist, Service Level Agreements, Status Reports
<b>Execution and Control</b>	Business Modeling	Enterprise Architect, Erwin Data Modeling
	Requirements	Traceability Matrix
	Analysis and Design	Enterprise Architect
	Development/Build	SLIM
	Testing and Quality Assurance	ATS, SLIM, Mercury Load Testing,
	Acceptance and Installation	ATS, SLIM
<b>Close Out</b>	Close Out Checklist	PMC, Enterprise Architect, ATS, SLIM, Close Out Checklist template,
	Lessons Learned	Lessons Learned template

Figure 6.2-13. Tools to Support Activities within Each Phase.



The following tables depict the tools and reports that can be created for activities of each phase. Failure to report status, monitor performance, and track and mitigate risks can jeopardize the timeliness and quality of deliverables. The following are examples of reports the Project Management team would use to identify, prioritize, and develop action plans to execute the project.

### Phase1: Strategy



Figure 6.2-14. Phase1: Strategy.

PA\_DPW-458a

In the strategy phase of the project the goals and critical success factors are identified. This phase is mostly conducted by the Commonwealth with support from Lots 1-5 vendors with periodic support from Deloitte.

### Phase 2: Initiation

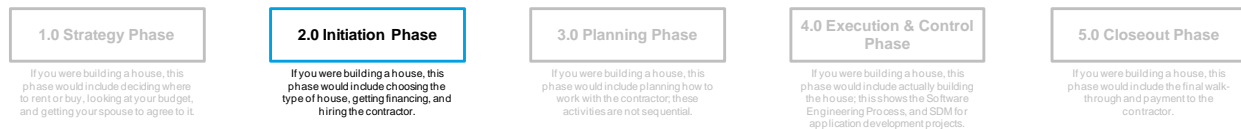


Figure 6.2-15. Phase2: Initiation.

PA\_DPW-458b

During this phase our team continues to work with DPW to review and document business requirements and provide justification for the project/release. We work with you to refine the high-level strategy and develop a detailed strategy for the completion of each release as necessary.

Activity	Tools
Governance Roles and Responsibilities	Project Management Plan, Communication Plan
Project Charter	Project Charter template
Lessons Learned	Lessons Learned template
Scale Project	High Level Estimates
Scope	Work Order template
Revisit Research	Decision Analysis Research
Resource Assessment	Resource Estimates through HLE, Microsoft Project Schedule, Staff Utilization Report
Procurement Strategy	
Collaboration and Document Management	DocuShare document repository

Figure 6.2-16. Tools to Support Phase 2 Activities.

## Reports

- **Key Decisions Management Report.** Automatic report generated through PMC includes list of key decisions, key decision details, and is supported by CMMi Decision Analysis and Resolution (DAR) process. A sample Key Decisions Management report is shown below.

### Key Decisions

Request Search Results							Showing 1 - 3 of 3
Req #	Request Type	Description	Status	Assigned To	Priority	Created By	
<input type="checkbox"/> 34202	Decision	Selection of the best technique to get form data out of the mainframe to the open system.	In Progress	Benjamin Paul Karchner	2-High	Benjamin Paul Karchner	
<input type="checkbox"/> 34201	Decision	Employer Search auto filter	New	Benjamin Paul Karchner	1-Critical	Benjamin Paul Karchner	
<input type="checkbox"/> 34200	Decision	Testing Tool	New	Kiran Honavalli	2-High	Benjamin Paul Karchner	

Showing 1 - 3 of 3

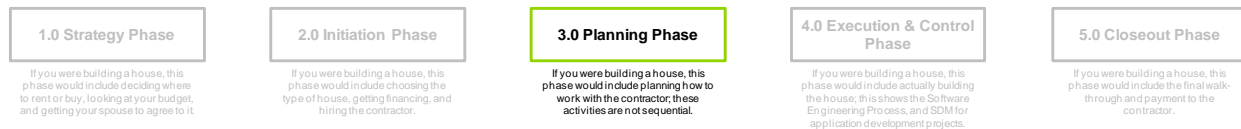
PA\_DPW-810

#### Key Decisions

**Figure 6.2-17. Key Decisions Management Report.**

The Key Decisions Management Report is automatically created through PMC and can be included in any Status Report. Each item in the report is a link that allows project members to access the detailed key decisions.

## Phase 3: Planning



**Figure 6.2-18. Phase 3: Planning.**

During the planning phase, we define deliverables such as the work plan, scope documents and requirements. We identify a proposed implementation date and identify additional stakeholders

Activity	Tools
Work Plan and Schedule	Project Management Center, Microsoft Project Plan, PMO Tracker, Project Runway
Issue Management Plan	Project Management Center
Risk Management Plan	Project Management Center
Change Management Plan	Change Control System, Project Management Center, Automated Tracking System
Communications Management Plan	Project Management Plan, Communication Management Plan
Quality Management Plan	Quality Assurance Plan, Automated Tracking System
Resource Requirements Plan	Resource Staffing Plan, Microsoft Project Plan, Project Management Center
Budget, Contract Management Plan	Project Management Center, Invoice

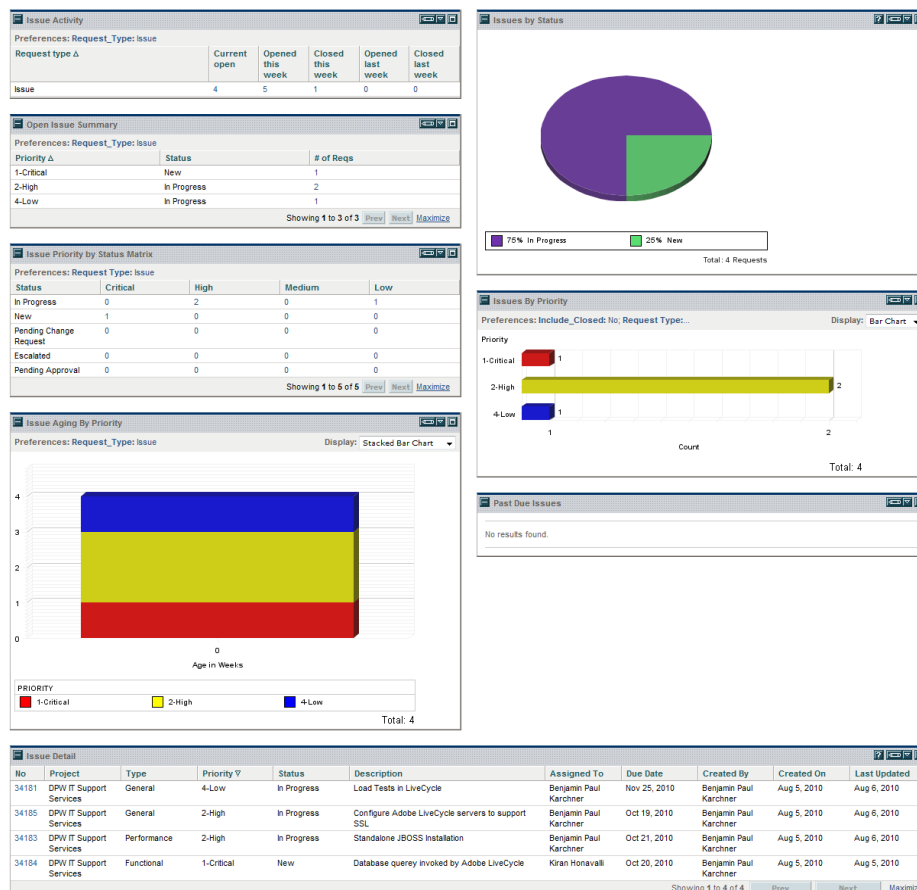
Activity	Tools
Performance, Success Criteria	Implementation Checklist, Service Level Agreements, Status Reports, Project Management Center

Figure 6.2-19. Tools to Support Phase 3 Activities.

## Reports

- **Project Work Plan Report.** Automatic report generated through PMC includes Work Breakdown Structure with schedule and actual effort tracking and task-based exceptions and notifications.
- **Issue Manager Dashboard Report.** Automatic report generated through PMC includes issue activity, issues by status, open issue summary, issue priority by status matrix, issues by priority, issue detail, past due issues, and issue aging by priority. A sample Issue Manager Dashboard is shown in Figure 6.2-20.

### Issue Manager Dashboard



PA\_DPW-796

Figure 6.2-20. Issue Manager Dashboard Report.

The Issue Manager Dashboard Report is automatically created through PMC, is customizable to show a high level or more detailed approach to issue management, is accessible to DPW through PMC, and can be exported to the Deloitte status reports.



- **Risk Manager Dashboard Report.** Automatic report generated through PMC includes risk activity, risk by status, open risk summary, risk priority by status matrix, risk by priority, risk detail, past due risks, and risk aging by priority.
- **Status Report.** Automatic report generated through PMC includes timeline, completed tasks, planned tasks, late tasks, issues/risks, project schedule, dashboard health of project, and Earned Value metrics.
- **Performance of Work Report.** Automatic report generated through PMC includes real-time Earned Value summary, Earned Value detail, time-phased Earned Value analysis, and project health exceptions. A sample portion of the Performance of Work Report is below.
- **Deliverable Review Report.** Automatic report generated through PMC includes deliverable review details, work-flow enabled tracking and history of deliverables, and meets CMMi standards. A sample deliverable review details is below.

## Deliverable Review Details

Deliverable Review - #34198

Description: Deliverable review of DPW IT Support Services OSD documents

Request Status: New [View Full Status Report](#)

Available Actions

New Review

[Start Review](#) [Cancel Request](#)

[Make a Copy](#)

[Print](#) [Refresh](#) [Save](#)

Header

Summary

No: 34198 Status: New

Project: DPW IT Support Services

Created By: Benjamin Paul Karchner Created On: August 6, 2010 \*Assigned To (Owner): Benjamin Paul Karc

Priority: 1-Critical \*Type: Formal Review

Description: Deliverable review of DPW IT Support Services OSD documents

Request Type: Deliverable Review Workflow: Deliverable Review

Details

Review Iteration: 0 \*Target Start Date: August 6, 2010 \*Due Date: August 11, 2010

Deliverable Name: DPW IT Support Services - General Systems Design Documents Version:

Author(s): mcfielden

Reviewer(s): bkarchner; holtran

Release: Team: Thread:

Phase: Thread:

Effort

Total Effort (Hrs): 0

Effort Tracking:

Review Criteria

General Criteria:

- Applicability - Is the product applicable for purpose, technically and otherwise?
- Completeness - Are all required sections of the deliverable completed?
- Comprehensibility - Is the deliverable understandable and clearly defined using proper English and good grammar?
- Comprehensibility - Are all abbreviations and acronyms explained, and where appropriate, in a project glossary provided?
- Consistency - Are header/footers accurate and consistent throughout the document?
- Consistency - Is the document consistent in style and tone?
- Constraints - Where there any product constraints defined and does the product conflict with them?
- Efficiency - Does the product accomplish its purpose efficiently, technically, and otherwise?
- Formatting - Where appropriate, is the Table of Contents accurate and correctly formatted?
- Printing - Does the document print correctly?
- Performance - Does the product provide the speed of service and throughput required?
- Robustness - Does the product need to be built for use in an environment of unusual stress?
- Standards - Was the proper project template used to complete the deliverable?
- Standards - Is the filename consistent and appropriate for the deliverable, and does it follow project file-naming standards?
- Standards - Have all instructions ("blue text") been removed or replaced by project-specific content?
- Standards - Does the product conform to the required standards for its composition (company, site, program, and project)?
- Traceability - Does the product satisfy the stated requirements and can this be traced?
- Usability - Does the product conform to customer and service requirements for ease of use?

Custom Criteria:

Defects

External Tracking? No

Critical (Open):	0	Critical (Closed):	0	Critical (Declined):	0
High (Open):	0	High (Closed):	0	High (Declined):	0
Medium (Open):	0	Medium (Closed):	0	Medium (Declined):	0
Low (Open):	0	Low (Closed):	0	Low (Declined):	0
Total (Open):	0	Total (Closed):	0	Total (Declined):	0
Total Defects:	0				

Defect Tracking:

Notes

Notes to be added on save:

Status

References 1 Reference Exists

[Make a Copy](#) [Save](#)

PA\_DPW-799

**Figure 6.2-21. Deliverable Review Report.**

A deliverable review can be completed through PMC and is used to evaluate deliverables prior to the submission to DPW. Deliverable defects can be entered in PMC and tracked to closure prior to automatically creating this report.

- **Resource Management Report.** Automatic report generated through PMC includes resource-based work calendars, resource dashboard showing capacity, load, and assignments, project capacity and load, and project resource usage down to the task level. A sample portion of the Resource Management report showing resource load is below.

## Phase 4: Execution and Control



PA\_DPW-458d

**Figure 6.2-22. Phase 4: Execution and Control.**

The execution and control phase is where the majority of the work on the project occurs. Development and modification of software as well as testing and implementation occurs during the execution and control phase.

Activity	Tools
Business Modeling	Enterprise Architect, Erwin Data Modeling,
Requirements	Traceability Matrix
Analysis and Design	Enterprise Architect
Development/Build	Automated Tracking System
Testing and Quality Assurance	Mercury Load Testing, Automated Tracking System
Acceptance and Installation	Automated Tracking System
Transition to Operational Support	Readiness Checklist

**Figure 6.2-23. Tools to Support Phase 4 Activities.**

## Phase 5: Close Out



PA\_DPW-458e

**Figure 6.2-24. Phase 5: Close Out.**

The closeout phase occurs at the end of each functional release as well as at the overall project completion. The phase includes the activities conducted at the end of a phase such as knowledge transfer and collection of lessons learned that are relevant to the specific release.

Activity	Tools
Close Out Checklist	Project Management Center, Automated Tracking System, Enterprise Architect, Close Out Checklist template,
Lessons Learned	Lessons Learned template

**Figure 6.2-25. Tools to Support Phase 5 Activities.**



## Reports

- **Final Closure Report.** Report created through MS Office that includes financial summary and variance summary.
- **e-Submission/Disposition Report.** Automatic report created after client's formal acceptance of a project deliverable or phase has been received.

## Management Controls, Communication and Evaluation

II

Page  
II-3

RFP Reference: II-3. Work Plan

Describe the management controls that will be used to identify and manage risk, maintain project schedules, ensure the quality of the work, and meet all of the performance expectations. Based on its experience, the Offeror should include a discussion of its formal and informal communication processes within a project of this nature. The Offeror should also address its approach to internally monitoring and evaluating its effectiveness in meeting the RFP requirements for the Lot throughout the course of the contract.

We use EPMM as the foundation for establishing and maintaining management controls. We infuse rigor and discipline consistently throughout project task groups in the form of structured controls to manage risk, monitor quality, measure performance, and maintain the project schedule. Management controls also provide visibility into our processes, which allows us to apply continuous process improvements. The four sub sections below provide further insight into the existing controls Deloitte implements at DPW to accomplish the contract activities specific to the four management areas identified in the RFP reference at the beginning of *Section 6.2.2*.

### ***Risk/Issue Management Controls***

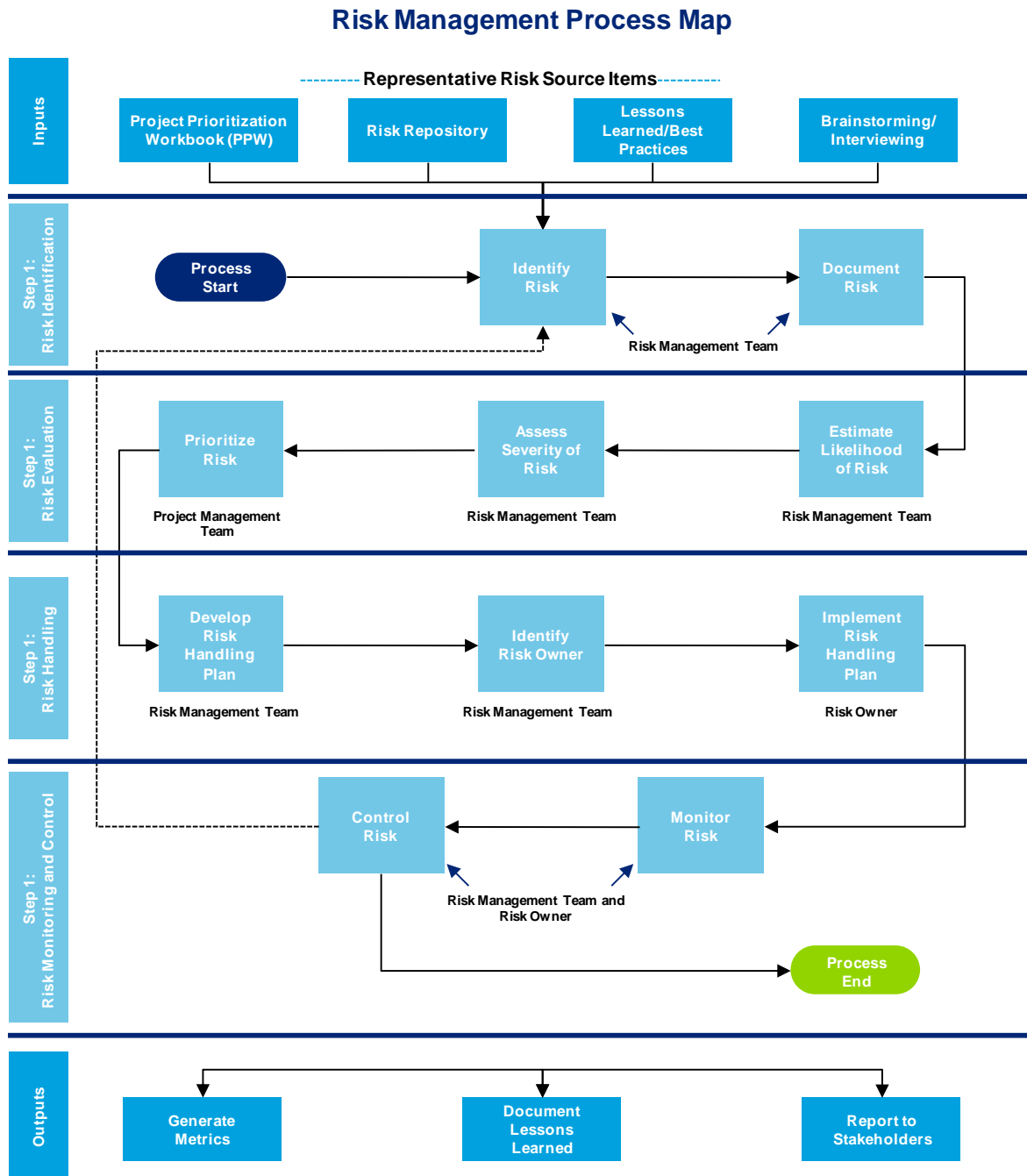
Risk and Issue management comprises the processes used in identifying, analyzing, and managing risks and issues. Based our experience attained over the past five years on the current DPW contract, Deloitte provides qualified and vetted management control procedures in regards to these areas of risk and issue management.

Deloitte utilizes the methodology for risk and issues management based on the principles defined by the Project Management Institute (PMI) for project management – proactively planning for risks and issues on the project. A risk is defined as a future event that may jeopardize the budget, schedule or scope of the program or the project. If addressed, a risk does not become an issue. An issue is any question, request, outstanding item or difficulty which either inhibits the progress of a project or whose resolution may change the course of a project. In some cases, an issue is a risk that has been realized. Some issues may require higher levels of decision-maker involvement and need to be escalated to the proper forum.

Our prior experience has proven that the most effective risk management style is to be proactive, not reactive, in identifying, resolving, and retiring risk. Thus, we strive for open communication with the Commonwealth in order for the project team to continuously be aware of potential risk areas. We feel this honest approach to communication allows us to more quickly identify and resolve issues. Our core



approach to this project is one of collegiality and team work. We approach any risk on the project as a team activity and work closely with DPW project staff to help mitigate them. Traditionally on an integrated project such as this, the risks that are associated are not just to DPW, Deloitte or other vendors – they require participation from each party for resolution, hence they are DPW project risks. Figure 6.2-26 represents the process flow from risk identification through monitoring and control.



PA\_DPW-451\_5

**Figure 6.2-26. Risk Management Process Map.**

The Risk Management Process Map provides details on how Deloitte manages risk in the project.



The following table maps the process steps from Appendix BB with our approach for executing the Department’s methodology for risk management. The risks that are documented in this process are relating to the areas of Lot 6 offeror, and also in the touch points between Lot 6 offeror and other lot vendors. We anticipate that the majority of issues will be relating to coordination with Lot 6 given the amount of hand off’s needed between Lot 6 and Lot 7 vendors.

A description of each process step follows the table below.

Risk Management: Methodology and Approach		
Process Step	DPW Definition from Appendix BB	Deloitte Approach
<b>Step 1: Risk Identification</b>	Identification occurs throughout a project’s life cycle. It may arise during meetings, analysis, document reviews, workgroups, or other project activities. Risks are also proactively identified at the start of the project based on prior experience by the Project Management Team.	Risks are identified and logged into PMC by any member of the project team. Information logged includes: Title, Description, Created Date, Target Resolution Date, Status, Escalation Level, Owner, Category (technical, external, operational, project management)  Validated by the “track lead” to be complete and non-duplicative
<b>Step 2: Risk Evaluation</b>	This step involves evaluating risks across the likelihood of occurrence and the severity of the consequence if the risk does occur (priority)	Qualitative Risk Analysis will be performed to assess the priority of identified risks using their likelihood of occurring, the corresponding impact on project objectives if the risks do occur, as well as other factors such as the time frame.  Likelihood of occurrence is defined as the degree of probability that a risk may occur or the frequency of occurrence – such as seldom/none to date, once/5 years, several times/year, and daily.  Priority: high, moderate, low – categorizes the degree of impact the risk will have on the project if the risk occurs <ul style="list-style-type: none"> <li>• High - risk could have a significant impact to cost, overall timeline or scope</li> <li>• Moderate – risk could have an impact to cost, overall timeline, or scope</li> <li>• Low – risk may have an impact to intermediate milestone date on timeline</li> </ul>

**Risk Management: Methodology and Approach**

<b>Step 3: Risk Handling</b>	Determination of the plan for addressing those risks that require action. Action can either be mitigation or acceptance	<p>Deloitte’s approach:</p> <ul style="list-style-type: none"> <li>• Risk Mitigation - Develop response plans: steps and activities taken to minimize and/or discard the occurrence of a risk - this is executed before a risk is realized.</li> <li>• Risk Acceptance – Develop contingency plans: strategies and approaches that need to be followed should a risk actually be realized – this plan is executed after a risk is realized.</li> </ul> <p>Our approach further defines risk handling into the following options:</p> <ul style="list-style-type: none"> <li>• Discard uncertainty - change the project plan to discard the risk or condition, or to protect the project objectives from its impact.</li> <li>• Modify Exposure - reduce the probability and/or consequences of an adverse risk event to an acceptable threshold.</li> <li>• Accept the Risk - the project team has decided not to change the project plan to deal with a risk or is unable to identify any other suitable response strategy so the risk is accepted into the baseline</li> </ul> <p>The decision on how to handle the risk is tracked in our risk management tool, PMC.</p>
<b>Step 4: Risk Monitoring and Control</b>	Risk monitoring involves reviewing the risk to determine if the circumstances have changed such that the likelihood, probability or impact needs to be revised. Controlling risk involves the actions that need to be done if a risk does occur.	<p>Deloitte’s approach is to monitor the risks through discussion during the project team meetings. If the situation has changed the risk will be re-evaluated.</p> <p>Controlling risk occurs when the risk has occurred and the contingency plan that was developed during Step 3 is executed. The risk continues to be monitored until completion.</p>

Figure 6.2-27. Risk Management Steps and Deloitte’s Approach to Support DPW.

**Risk Identification**

Deloitte believes in a bottom to top philosophy for the identification of risks and issues. Risk and Issue identification begins at the track lead level within each Business Application. Track Leads are intimately familiar with the work they are assigned and may use the following inputs to identify risks:

- **Work Plan.** Track and team leads are usually the creators and owners of their initiative’s work plan. Track leads continually monitor their work plans for divergence from the baseline as this may indicate the rise of a risk.
- **Client Meetings.** Track and team leads often lead the day-to-day interaction with DPW client counterparts. Such meetings may identify additional requirements, changes in scope, or changes in priority, which in turn could pose a risk to the initiatives completion.

- **‘Day to Day’ Operations/Project Activities.** The majority of risks are identified as a result of unforeseen changes encountered during the day to day operations of the project. These could include running into technical limitations, environmental factors, or internal scope, time, resources constraints.
- **Document Reviews.** Sometimes risks and issues do not become apparent until deliverables are consolidated in a single document; internal and external review of such deliverable documents could provide another avenue to identify risks and issues. An example of a Document Review includes a SWOT analysis that Deloitte performs.

### ***Document and Communicate Risks***

It is critical to document risks and issues as soon as they are identified. This enables the relevant stakeholders to become aware of the risk or issue and the agreed upon resolution. Risks that are identified early have a higher likelihood of being mitigated. In some cases the decision is to accept the risk; in this case early identified risks enable the project team to be on the lookout for the triggers.

### **Risk Evaluation**

The DPW and Deloitte Risk management teams determine an initial risk probability and impact to determine the initial risk exposure. In assessing and prioritizing risks, the first two steps determine the probability of that risk occurring during the life of the project and evaluate the impact this risk would have on the project if it materialized.

The probability and impact ratings defined in DPW’s Appendix BB Project Risk Management Guidelines are used to produce a “risk evaluation matrix” to give each identified risk an overall “risk rating”. The risk evaluation matrix considers both the probability and impact in assigning the risk rating as shown below.

After assessing the risk rating, an owner is assigned to the risk. Each Business Application subsystem manager holds weekly status meetings with his track leads. These meetings provide an opportunity for track leads to voice concern over scope, cost, stakeholder, organizational, environmental, timeline, or technical changes and considerations that may pose a risk to the project. The subsystem team can discuss these risks in terms of their probability of occurring and impact of that occurrence. These findings then assist the subsystem manager in deciding which risk to promote to the next level of visibility.

The managers of each Business Application meet on a regular basis (typically bi-weekly) to also discuss project status. These meetings in turn provide an opportunity for the subsystem managers to notify the Business Application manager of any risks or issues in their particular subsystem. The involved parties further analyze the risk and issues and decide collectively on the appropriate level of visibility, probability, and impact for the risk.

Particularly critical in the analysis of risks and issues is the setting of visibility. Currently Deloitte utilizes the following levels of visibility: internal, client program, BIS

program/department, and CIO. Determining the level of visibility depends on the probability and impact of the risk.

The combination of the probability and impact analysis helps to quantify the severity of the risk that has been identified and as a result, is used to help mitigate its consequences.

## Risks Handling

Each risk and issue has a probability, impact, owner, and visibility level associated with it. These attributes can be easily modified through PMC allowing for the continuous management of the risk and issue. Client access will be granted to the center, and the homepage can be configured to display dashboards that show current risks and issues sorted by Business Application. This provides high visibility to stakeholders and promotes that parties stay informed on the status of their respective risks and issues.

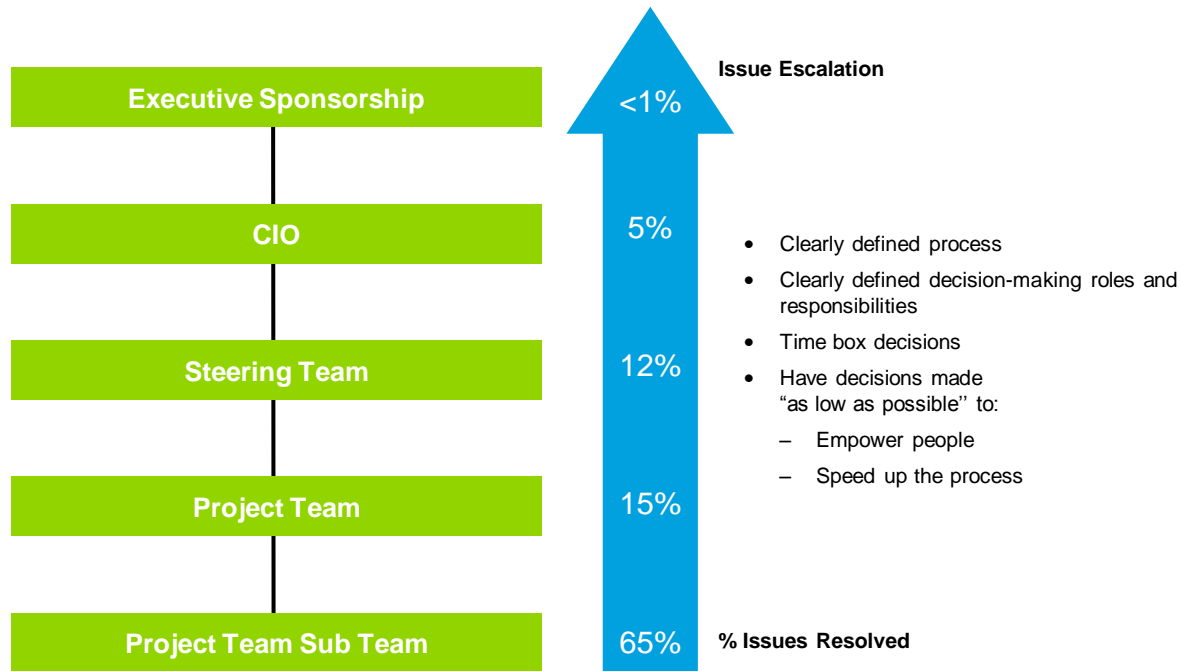
Risks and Issues are continually monitored and adjusted based on their project's progress and client meetings. A schedule of operational client meetings can be found in *Section 6.2.2.1*, under *Regular Status Meetings*. These meetings review outstanding risks and issues and are adjusted as the group sees fit.

## Issue Escalation

The Deloitte team tracks risks and issues not deemed sufficiently likely to be realized in an internal spreadsheet on each Business Application. It is expected that most issues can be easily resolved within the normal workings of the project team. However, some issues requires participation outside of our team or requires a significant amount of effort to resolve and decision making by more senior DPW or Deloitte staff. If an issue meets one or more of the following criteria, it is logged in our PMC tool:

- The initiator or team lead cannot promptly resolve the issue.
- The issue has an impact on multiple teams and/or project tasks.
- The issue requires escalation to higher management levels for resolution.
- The issue and/or resolution has a potential impact on project deliverables and budget or service to internal/external customers.

## Understanding Issue Escalation and Resolution Governance



PA\_DPW-535\_3

**Figure 6.2-28. Importance of the Escalation Processes.**

Good escalation procedures empower lower level staff to make decisions while reserving critical issues for escalation due to the time it takes to resolve issues from more senior staff.

Issues being tracking in PMC are summarized and reported in our weekly and monthly status reports to DPW. The issues resolution identifies any impact to the projects schedule, budget, and resources. Implementation of a resolution may also require completion of a Change Request and initiation of the projects Change Management process.

### *Risk Handling Process*

Risk response planning is the process of developing options and determining actions to decrease the probability or the impact of a specific risk and how to respond if the risk event occurs. Risk response planning must be appropriate to the severity of the risk, cost-effective in meeting the challenge, and timely to be successful. Risks rated as High and some Moderated require risk response planning where lower rated risks may only be monitored. During this process, strategies for preventing the identified risk from occurring are identified. If risk prevention is not entirely possible, these efforts are executed to mitigate the impact of the risk.

Our approach for handling a risk includes:

- **Risk Mitigation.** Develop response plans: steps and activities taken to minimize and/or discard the occurrence of a risk - this is executed before a risk is realized.

- **Risk Acceptance.** Develop contingency plans: strategies and approaches that need to be followed should a risk actually be realized – this plan is executed after a risk is realized.
- Our approach further defines risk handling into the following options:
  - **Discard Uncertainty.** Change the project plan to discard the risk or condition, or to protect the project objectives from its impact.
  - **Modify Exposure.** Reduce the probability and/or consequences of an adverse risk event to an acceptable threshold.
  - **Accept the Risk.** The project team has decided not to change the project plan to deal with a risk or is unable to identify any other suitable response strategy so the risk is accepted into the baseline

### **Risk Monitoring and Control**

Once risks have been identified, assessed, and reviewed, they need to be regularly monitored and reassessed so that they can be effectively managed, responded to, and reported. The weekly status and Risk Management Team meetings are used to monitor the status of existing risks in an effort to proactively mitigate such risk from potentially reoccurring. After evaluation and consultation with the DPW project management team, existing project risks may be closed for the following reasons:

- The event that could have triggered the risk no longer exists
- The mitigation plan to address the risk has been completed successfully
- The risk event has already been triggered; therefore, the risk has now become an issue

### **Risk and Issue Management Plan**

As part of the contract kick-off Deloitte submits the Risk Management Plan to DPW. This plan is detailed in section *Perform Risk and Issue Management* section of this response.

### **Schedule Management Controls**

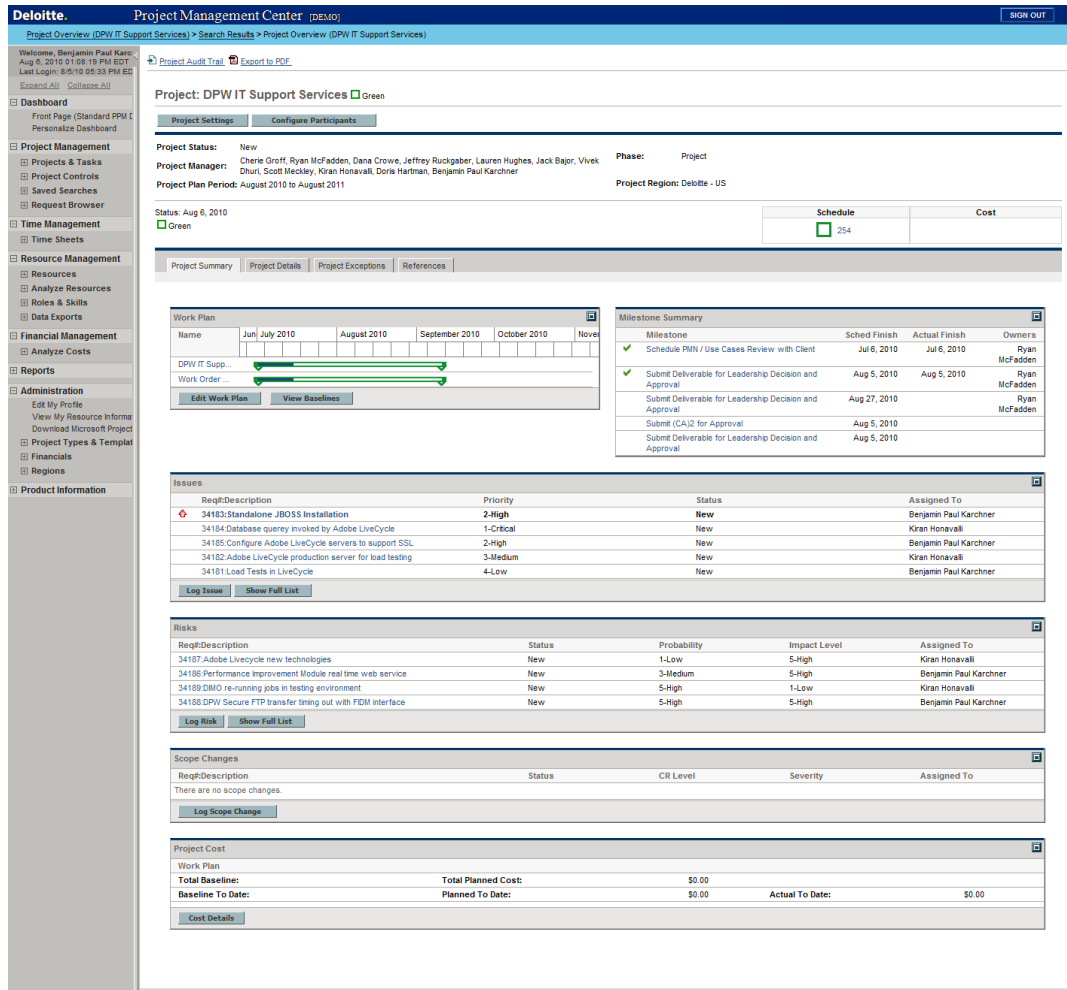
Project schedules are baselined through Microsoft Project work plans. These baselines are uploaded to the Project Management Center (PMC) where both resources assigned to the particular project as well as applicable client stakeholders can track the project's progress. Additionally resources can enter actual time against tasks assigned to them for a particular work plan, which promotes that actual effort is captured accurately and quickly. These actual effort changes are displayed to the work plan owner and external client reviews in 'real-time'.

This feature is particularly important for the project's track lead that continually monitors his initiative's work plan. Enabling the comparison of actual and baseline efforts promotes that the track lead is made aware of schedule deviations quickly so work on remediation strategies can begin.



Additionally, the Project Management team on each Business Application has access to their project’s work plans. The dashboard displayed on the home page of the Project Management Center (see Figure 6.2-29) can be configured to show high level schedule and cost tracking parameters such as Scheduled Performance Index (SPI) per work plan (this parameter and others are discussed further in the *Performance Management Controls* section), which eases managerial review.

### Project Management Center Dashboard



PA\_DPW - 974

**Figure 6.2-29. Project Management Center Dashboard.**  
An example of a PMC Dashboard that the user can customize for type and location of information.

The Project Management team reviews the work plans with their track leads during the bi-weekly status meetings to discuss any schedule variations. This high level visibility promotes that schedule variations are quickly recognized; while the PMC promotes that necessary parties can have quick and easy access to those work plans pertinent to their work. The project work plan for Lot 6 will address the SDLC tasks that are required for Lot 6 services – feasibility, systems requirements and GSD. In order for end to end functioning of a project initiative, it is important for DPW to maintain an overall end to



end work plan that tracks the SDLC activities from feasibility, systems requirements to Systems implementation. Deloitte anticipates that this will be one of the coordination tasks between the lot vendors as part of project start up, and also an ongoing process for coordination between Lot 6 and Lot 7 vendors.

### ***Quality Management Controls***

Deloitte currently follows a detailed quality management procedure that promotes the delivery of quality services throughout the life cycle of a project. Each aspect of a project is evaluated for quality – from project processes, deliverables, work products, and services, to system performance, design specifications, software code, and project documentation. Our approach to Quality Assurance is two-fold. One is internally embedded throughout the project using Deloitte methodologies. These methodologies include activities to regularly review project deliverables and adherence to the work plan throughout the project life cycle. The other is through our Global Quality Management Program, which provides an independent review of project management, design decisions, and deliverables by a senior level Firm resource throughout the project life cycle.

All client deliverables created and distributed during the System Development LiveCycle (SDLC) follow a rigorous quality review period. The initiative's track lead first reviews work generated by his team for completeness and adherence to the standard set of templates utilized by DPW projects. After the track lead review deliverables must then pass a review by the Business Application's Deloitte Project Management team. Again, the team review for completeness.

Following the internal reviews the deliverables are submitted to the Deloitte Project Management Office (PMO) which reviews the deliverables from a template and formatting compliancy perspective and confirms that required deliverables have been submitted. Only after these three tiers of Deloitte review are the project deliverables submitted to the client PMO, which again promotes that the deliverables are complete, cohesive, and follow DPW guidelines and standards.

Concurrent to the internal Deloitte Project Management review, the track leads conduct meetings with the project client to review the deliverables. For Lot 6, these reviews occur at the completion of the requirements and general system design phases. Here the client can review the deliverables provided for the respective SDLC phase and ask the Deloitte team for clarification when needed. The benefit of these meetings is that the client has an opportunity to confirm the quality and completeness of the deliverables before their submission to the PMO.

Aside from deliverable quality review, the Project Management Team on each Business Application regularly reviews project status, metrics, actions items, methodology compliance, and standards compliance, and develops and implements corrective action plans to resolve issues that could negatively impact the quality or timely delivery of their work products.

Lastly, Deloitte also engages an external Quality review partner who assists with quality expectation settings, review and monitors project quality on a quarterly basis, and provides leading practices from across the industry. Figure 6.2-30 is a sample report of our external quality review report.

<b>Solutions and Deliverables</b>	<ul style="list-style-type: none"> <li>The <b>annual planning process</b> helps make sure priorities are clear, that our team is focused in the right areas, and that the client is supportive of all expenditures.</li> <li><b>Centralized architecture function</b> both within teams (technical manager) and within ITSS provides consistency and technical excellence across the portfolio</li> <li><b>Adoption of ITIL</b> has strengthened key components of ITSS and the projects. Similarly expanded <b>PMP certifications</b> have benefited all projects.</li> </ul>
<b>Estimation, Planning &amp; Timeline</b>	<ul style="list-style-type: none"> <li>The <b>estimating process</b> - including High-Level Estimation and Application Estimator - is clearly understood by the team leads and largely viewed as a valuable process.</li> </ul>
<b>Monitor &amp; Control</b>	<ul style="list-style-type: none"> <li>The <b>Deloitte DPW PMO has well-defined processes</b> and has effectively established itself as the controlling function of the engagement, in particular in the area of contract compliance. The role that the PMO takes in managing the operations of the engagement including deliverable submissions, issue and risk management, and contract change control all significantly add to the rigor and discipline of the delivery.</li> </ul>
<b>Approach</b>	<ul style="list-style-type: none"> <li>The <b>methodology</b> - the client's SDLC infused with components and rigor from the firm's Playbook (CMMi based) SDLC methodology - <b>is well defined and well understood</b>.</li> <li><b>Checkpoints that are built into the release lifecycle</b> provide adequate opportunity for testing and peer/lead reviews.</li> </ul>
<b>Project Staffing</b>	<ul style="list-style-type: none"> <li>Significant emphasis has been placed on skill building within the teams including <b>ITIL and PMP certifications</b>.</li> <li><b>Turnover in the past year has been purposeful</b> and centered around bringing in specialized skill sand/or fresh perspectives as appropriate</li> <li><b>Project organizations are clear and understandable</b>, and team members are able to describe his/her role within in the project organization.</li> </ul>
<b>Project Leadership</b>	<ul style="list-style-type: none"> <li><b>Leadership</b> (P/Ds) are actively engaged in key routine elements of the engagements including steering committee meetings and project management meetings, etc.</li> </ul>

The quality processes and procedures used in the DPW portfolio continue to be very strong. In addition to discrete areas identified for improvement the project teams are increasingly proactive about managing quality.

PA\_DPW-855

**Figure 6.2-30. Sample Deloitte DPW Quality Review Presentation.**

This is an excerpt from the Quality Review Presentation outlining the findings.

The Quality Control partner also leads a customer satisfaction survey periodically that provides DPW a formal opportunity to give feedback on the work products Deloitte has delivered.

## Project Performance

Deloitte's Project Management Center (PMC) facilitates the 'real-time' tracking of actual effort on project work plans. This puts Deloitte and the Department of Public Welfare (DPW) in a position to continually monitor the performance of individual projects as well as the organization as a whole using industry wide standards such as Earned Value Management (EVM). Consistent with the lot 6 RFP tasks, we will use PMC to provide project performance information for the feasibility, system requirements and GSD tasks.

## Earned Value Management

EVM is a project management technique for measuring project progress in terms of scope, schedule, and cost in a single system. EVM can be utilized to continually monitor the performance of projects and can serve as an early warning indicator when schedule

or cost performance varies too widely from agreed upon timelines. The tool is easily incorporated into PMC and can be displayed as a dashboard on the center’s homepage for ease of use. EVM statistics should be monitored continually by each Lot and reviewed on a regularly scheduled basis with key client stakeholders. As an example, Deloitte reviews this data for the PACSES project on a weekly basis to determine any variations from planned.

Earned Value Management is based on three key pieces of information:

- Planned Value (PV)
- Actual Cost (AC)
- Earned Value (EV)

Cost Performance Indicator (CPI) and Schedule Performance Indicator (SPI) are values calculated based on PV, AC, and EV

A comparison between the Earned Value and Planned Value of a project at a specific time yields the scheduled variance. The following table provides the variance measurements and the calculations PMC uses to generate the Earned Value and variance reports:

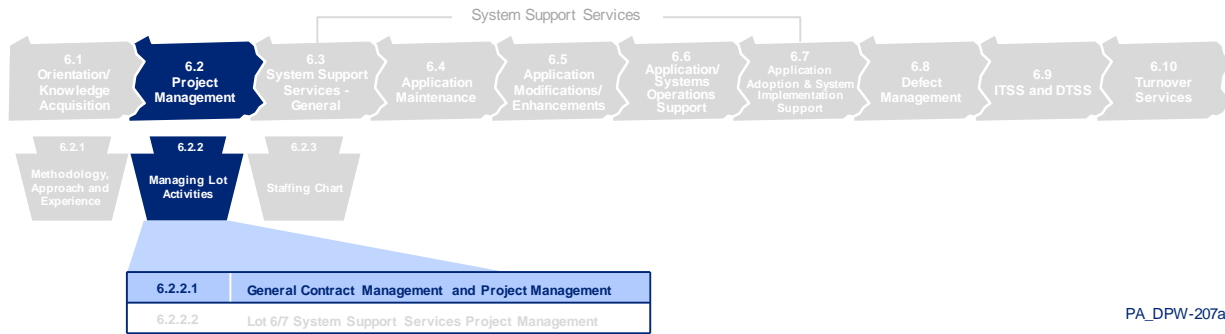
Variance Measurement	Calculation
<b>Planned Value</b>	• Approved budget planned to be spent at a point in time
<b>Actual Cost</b>	• Cost incurred in performing planned task
<b>Earned Value</b>	• Budgeted cost of work completed at current time
<b>Cost Performance Indicator</b>	• Earned Value/Actual Cost
<b>Schedule Performance Indicator</b>	• Earned Value/Planned Value
<b>Effort Variance Percentage</b>	• $(\text{Actual Effort} - \text{Baselined Effort}) * (100 / \text{Baselined Effort})$
<b>Schedule Variance Percentage</b>	• $(\text{Actual End Date} - \text{Baseline End Date}) / (\text{Baselined End Date} - \text{Baselined Start Date} + 1) * 100$
<b>Cost Variance</b>	• Earned Value – Actual Cost
<b>Schedule Variance</b>	• Earned Value – Planned Value

Figure 6.2-31. EVM Variance Measurements and Calculations.

### Key Performance Indicators

Deloitte understands that the majority of DPW applications and resulting work are supported by both federal and state funds. Allocation of these funds is in part dependent on the program office’s federal performance measures. Deloitte works with the respective program offices to continually monitor and track both the program score as well as across the systems for these key performance indicators. Monitoring of these indicators happens at a pre-determined time interval or an ad hoc basis. Deloitte reviews these measurements with the program client and determine a strategy and leading practices to increase said measures.

## 6.2.2.1 General Contract Management and Project Management



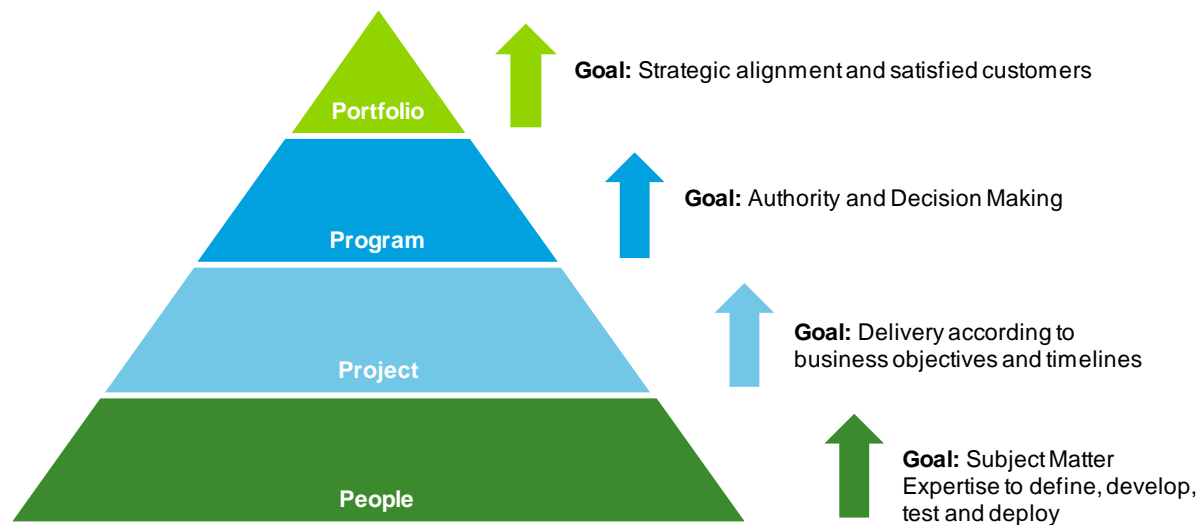
PA\_DPW-207a\_4

### A. Contract Management and Project Management

#### Management Structure and Methods

<b>IV</b>	Page IV-24	RFP Reference: 1. Contract Management and Project Management – Overview
-----------	---------------	---

It is expected that the selected Offerors will set up a management structure and employ management methods to ensure all of the required services, work products, and deliverables are received timely; meet the performance requirements of this contract; and, meet the expectations of the Commonwealth. It is critical that the management processes and management team are actively engaged from the outset in the Orientation/Knowledge Acquisition period and continue throughout the term of the contract. The Department expects the Offeror(s) to promote an approach that facilitates open and timely communication with DPW. The Department also expects the Offeror's management team to develop and maintain a strong working partnership with their counterparts at DPW and with other vendors performing work on the behalf of DPW.



PA\_DPW-809\_2

**Figure 6.2-32. Contract Management and Project Management.**  
Deloitte's approach to overarching DPW governance models across tiers

Governance is defined as the organization of responsibilities for decision-making that apply to the project. Governance addresses the organizational roles and responsibilities of the various team members, including both Deloitte Team and Commonwealth participants. It covers the broad range of oversight and direct project activities, including



issue resolution, change control, and required approvals, and encompasses the complete project hierarchy from executive sponsors and steering committees through technical committees and specific project team members.

Governance is ultimately about leadership, strategic direction, control and accountability. We employ a strategy for project governance which leverages the resources of both Deloitte and DPW staff to maximize their effectiveness for the project. Through our structure and methods the Commonwealth can realize the following benefits:

- Enable project teams to quickly resolve issues at the appropriate time and level in the organization
- Enable effective allocation of scarce resources from the appropriate functional areas
- Help to determine projects align with the Department’s IT and business strategy
- Teams are assembled to quickly produce results and resolve issues
- Transfer past experiences and lessons learned into better quality and improved cycle-time

The Contract and Project Management Team structure includes staff involved in the day-to-day operations of the project as well as National Health and Human Services leaders who serve as subject matter specialists, strategy and innovation advisors to the project. The functions for each component of the Project Management Team are listed in the table below:

Function	Role Performed on the Project
<b>Contract Management</b>	<ul style="list-style-type: none"> <li>• Establish contract procedures</li> <li>• Collaborate with DPW leadership on project goals and prioritization</li> <li>• Escalate and resolve Issues that require Contract Management attention</li> <li>• Monitor compliance with Service Level Agreements</li> <li>• Manage requests for contract changes</li> </ul>
<b>Project Management</b>	<ul style="list-style-type: none"> <li>• Coordinate each aspect of prioritized projects</li> <li>• Control and monitor projects through appropriate phases</li> <li>• Assess risk and manage issues</li> <li>• Escalate contract risks and issues</li> <li>• Report status to project team meetings</li> </ul>
<b>Quality Assurance</b>	<ul style="list-style-type: none"> <li>• Provide oversight to project</li> <li>• Advise on managing risks</li> </ul>
<b>Innovation and Advisory Panel</b>	<ul style="list-style-type: none"> <li>• Assist in assessing the impact of policy and program changes</li> <li>• Advise on the use new technologies</li> <li>• Share new ideas with DPW as related to the projects and priorities</li> </ul>

Figure 6.2-33. Project Management Team Functions.



The methods that Deloitte use to facilitate a strong cohesive, collaborative, transparent management structure include the EPMM Project Management Methodology which is based on PMBOK. These methods include processes defined within the Project Management Methodology related to contract management, scope management, issue and risk management, human resource management, financial management, and overall project execution. Each of these methods is described above in our Project Management Methodology section.

In order to foster a collective relationship amongst DPW and other vendors we employ the following:

- Joint Steering Committee Meetings
- Joint Project Status Meetings for Multi-Vendor Work Orders
- Initiative Kick-Off Meetings
- Phase Hand-off working sessions
- 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, DPW, and other vendors. We work with DPW to realize your goals of the RFP and we are a firm which has shown our collaborative nature throughout the last 30 years in working with the Commonwealth. Our collective teams have achieved a high degree of success in helping the neediest citizens in Pennsylvania.

We believe that we will need to create a number of additional meetings with Lots 1 – 5 vendors, and especially with Lot 7 vendor to foster coordination across the various phases of the SDLC process. Currently many of these meetings are handled as part of our ongoing project work within a single work plan, and a unified project team. With the introduction of the lot structure, and the bifurcation of tasks across SDLC phases between Lot 6 and 7, Deloitte as a Lot 6 offeror will work with DPW to identify these numerous areas of needed coordination to deliver a single project initiative.





## Contract Management Function and Use of Automation

IV

Page  
IV-25

RFP Reference: 1. Contract Management and Project Management – Overview

The selected Offeror's overall contract management plan must include the activities required to successfully complete this project within budget and the defined schedule throughout the term of the contract. The approach may need to be tailored or adjusted in order to address the specific requirements of each Lot. The Offeror's contract management function must include:

- Project management including development and maintenance of detailed work plans for specific projects or functions and status tracking
- Formal status reporting procedures and schedules
- Communications Plan
- Risk/Issues management, impact assessments and mitigation strategies
- Issue identification, tracking, escalation, resolution and reporting procedures, including an automated tracking and management system
- Management and oversight of subcontractor activities
- Provisions for interfacing and cooperating with other selected Offerors
- Processes and procedures for developer desktop tools; including: securing and maintaining all required space and facilities, equipment, hardware, telecommunications, software, and supplies – as applicable
- Approach for ongoing Risk assessment and mitigation
- Performance measuring, monitoring, and reporting
- Ongoing methods for assuring quality, implementing process and quality improvements
- Method to ensure contract compliance Inventory and workflow tracking and management
- Flexibility to accommodate changes in DPW priorities and program initiatives

Where appropriate, the use of automation to facilitate these activities is encouraged. All work plans must be provided to the Department in both hard and electronic formats.

Deloitte provides a contract management plan that includes each of DPW's requested activities. The Contract Management Plan uses the contract and proposal content, outputs from program and project planning activities, and leading practices to create a consistent, coherent set of processes and procedures that are used to guide overall project execution and control at the contract level.

The components of the contract management plan are provided for an end to end SDLC life cycle. As a Lot 6 offeror, Deloitte will provide this plan to support the tasks relating to feasibility, system requirements and general systems design consistent with what is expected of a Lot 6 offeror.



### Contract Management: Today

Contract Management Activities	Manual	Automatic
Development and Maintenance of Detailed Work Plan and Status Tracking	✓	
Formal Status Reporting Procedures and Schedules	✓	
Communications Plan	✓	
Risk/Issue Management, Impact Assessments and Mitigation Strategies		✓
Issue Identification, Tracking, Escalation, Resolution and Reporting Procedures		✓
Management and Oversight of Subcontractor Activities	✓	
Interfacing and Cooperating with Other Selected Offerors	✓	
Processes and procedures for developer desktop tools including securing and maintaining all required space and facilities, equipment, hardware, telecommunications, software and supplies	✓	
Ongoing Risk Assessment and Mitigation		✓
Performance Measuring, Monitoring, and Reporting	✓	
Ongoing methods for assuring quality, implementing process and quality improvements	✓	
Method to confirm contract compliance Inventory and workflow tracking and management	✓	
Flexibility to accommodate changes in DPW priorities and program initiatives	✓	

### Contract Management: New Contract

Contract Management Activities	Manual	Automatic
Development and Maintenance of Detailed Work Plan and Status Tracking		✓
Formal Status Reporting Procedures and Schedules		✓
Communications Plan	✓	
Risk/Issue Management, Impact Assessments and Mitigation Strategies		✓
Issue Identification, Tracking, Escalation, Resolution and Reporting Procedures		✓
Management and Oversight of Subcontractor Activities		✓
Interfacing and Cooperating with Other Selected Offerors		✓
Processes and procedures for developer desktop tools including securing and maintaining all required space and facilities, equipment, hardware, telecommunications, software and supplies		✓
Ongoing Risk Assessment and Mitigation		✓
Performance Measuring, Monitoring, and Reporting		✓
Ongoing methods for assuring quality, implementing process and quality improvements		✓
Method to confirm contract compliance Inventory and workflow tracking and management		✓
Flexibility to accommodate changes in DPW priorities and program initiatives		✓

PA\_DPW-817\_2

**Figure 6.2-34. Contract Management Evolution.**

Deloitte through this new contract helps DPW to transition to additional automation in overall contract management.

The Contract Management Plan is used to:

- Guide overall project execution through operating and management processes
- Confirm consistency of project management and operating processes across projects
- Define project management roles and responsibilities
- Document project planning decisions
- Facilitate communications among stakeholders at the project management level
- Monitor and manage project performance
- Proactively manage project issues and risks

As shown in the Contract Management Table of Contents, our Contract Management approach includes the DPW required activities. The area where Deloitte uses automation to facilitate these activities is summarized in the following table:

Contract Management Activities	Automated Tool (s) That Enable Ease of Management for DPW
<b>Development and Maintenance of Detailed Work Plan and Status Tracking</b>	<ul style="list-style-type: none"> <li>A combination of PMC and MS Project functionality allows for automated development and maintenance of detailed work plan and status tracking. Work plans will be provided to the Department in both hard and electronic formats.</li> </ul>
<b>Formal Status Reporting Procedures and Schedules</b>	<ul style="list-style-type: none"> <li>Status reports are created automatically through PMC. These reports can be sent to DPW or used in formal status reporting meetings.</li> </ul>
<b>Communications Plan</b>	<ul style="list-style-type: none"> <li>No automated tool is used for this activity. The Communications Plan is created in MS Office.</li> </ul>
<b>Risk/Issue Management, Impact Assessments and Mitigation Strategies</b>	<ul style="list-style-type: none"> <li>Risk/Issue Management, Impact Assessments, and Mitigation Strategies are automated in PMC.</li> </ul>
<b>Issue Identification, Tracking, Escalation, Resolution and Reporting Procedures</b>	<ul style="list-style-type: none"> <li>Issue Identification, Tracking, Escalation, Resolution, and Reporting are automated in PMC.</li> </ul>
<b>Management and Oversight of Subcontractor Activities</b>	<ul style="list-style-type: none"> <li>PMC functionality allows tasks to be assigned to subcontractors through the work plan functionality of PMC. Subcontractors will be able to log into PMC, update their work plan tasks, and submit to the initiative/project lead for oversight/management/approval</li> </ul>
<b>Interfacing and Cooperating with Other Selected Offerors</b>	<ul style="list-style-type: none"> <li>PMC functionality will allow team members from other Lot vendors to be added as users to the system. They will be able to use the system for any tasks assigned to them from the work plan and for issue/risk management</li> </ul>
<b>Processes and procedures for developer desktop tools including securing and maintaining the required space and facilities, equipment, hardware, telecommunications, software and supplies</b>	<ul style="list-style-type: none"> <li>Securing and maintaining the required space and facilities, equipment, hardware, telecommunications, software, and supplies will be tasks in the work plan. These tasks will be tracked and monitored through PMC.</li> </ul>
<b>Ongoing Risk Assessment and Mitigation</b>	<ul style="list-style-type: none"> <li>Risk assessment and mitigation is done through PMC automation</li> </ul>
<b>Performance Measuring, Monitoring, and Reporting</b>	<ul style="list-style-type: none"> <li>PMC functionality allows for automated performance measuring, monitoring, and reporting</li> </ul>
<b>Ongoing methods for assuring quality, implementing process and quality improvements</b>	<ul style="list-style-type: none"> <li>Aspects of quality management can be automated through PMC including the deliverable review process.</li> </ul>
<b>Method to confirm contract compliance Inventory and workflow tracking and management</b>	<ul style="list-style-type: none"> <li>PMC functionality allows for automated contract compliance, inventory and workflow tracking and management. PMC offers workflow-enabled tracking for issue/risk management, action items, deliverable review defects, and project decisions.</li> </ul>
<b>Flexibility to accommodate changes in DPW priorities and program initiatives</b>	<ul style="list-style-type: none"> <li>Using our automated tools, DPW is able to track the DPW priorities and progress</li> </ul>

Figure 6.2-35. Automated Tools that Enable Contract Management Activities.



## Regular Status Meetings

IV

Page  
IV-25

RFP Reference: 1. Contract Management and Project Management – Overview

The selected Offeror(s) must attend regular status meetings with the Department. There may be a number of regular status meetings occurring during any given period of time. For example, in addition to the regular overall contract status, governance, and other meetings, as identified in the table below, the selected Offeror(s) should expect that there will be other regular meetings such as ongoing meetings to review the status of work orders and defects or monitor special projects. The selected Offeror(s) will be required to provide written status reports, document the meetings, provide draft and final minutes, and assist in preparing agendas and other meeting materials.

Collaboration and communication are at the root of our overall project management approach. We recognize the fundamental need to continue our strong collaboration between DPW, outside stakeholders, and the Deloitte Team. Because collaboration depends on open and effective communication, our project management techniques rely on communication as a central focus.

As the Lot 6 offeror, we participate in weekly meetings planned with DPW, and work proactively with relevant project stakeholders in project status discussions, issue resolution, and strategy-setting sessions. Deloitte provides an overview of the project progress and status, some of which may include things like accomplishments during the week, where our hours are being spent, and if any open issues, risks, or action items have been documented. The meeting's results are an integrated team of State and vendors that are better equipped to accomplish project goals and successfully aligned to address challenges together. Deloitte assists in preparing agendas and other meeting materials, document the status meetings, and provide draft and final meeting minutes.

As detailed in *Key DPW Governance Meetings*, weekly and monthly status meetings are conducted with relevant stakeholders based on agreed upon frequencies. Usually the monthly meetings look at how the project is doing against baselines from a high level, whereas the weekly meetings are more concerned around everyday tasks. In addition, this report presents Deloitte activities completed during the past period, tasks scheduled to be completed during the next reporting period, tasks that are overdue, identified/potential issues, project action items, identified/potential risks, project milestones per the project schedule, dashboard health of the project, and EVM metrics such as CPI, SPI, and estimate to complete.

Discussion on these topics help gauge the most available estimate for the remaining work and how it compares to the base lined schedule. This knowledge is very important to the eventual success of the project. Our project leads are responsible for gathering this information for their respective functional areas, and the project management team collates this prior to submission to the Project Manager. The Project Manager and the Project Management Office are responsible for submitting the Weekly and Monthly Project Status Reports to DPW, and appropriate parties. After collecting, analyzing and evaluating the status information, Project leadership, which is a combined team of DPW, Deloitte team members, and other vendors, can leverage the data to make decisions or suggestions regarding changes to keep the project on track and in scope.



## Key DPW Governance Meetings

<b>IV</b>	Page <b>IV-26</b>	RFP Reference: 1. Contract Management and Project Management – Overview
-----------	----------------------	---

The selected Offeror(s) will attend other DPW meetings as directed and support these meetings as required by providing status, participating in brainstorming and planning activities, providing consultation and technical assistance, and resolving issues. Many of these meetings are standing meetings that meet regularly, such as the Project Steering Teams. Other meetings include the DPW/BIS Logistics Team meetings and the DPW/BIS Architecture Review Board meetings. A list of some of the recurring meetings is shown in **Figure 6.1**.

Deloitte attends the meetings listed in Figure 6.1 of the RFP and provide support to these meetings by describing and/or documenting status, participating in brainstorming and planning activities, providing consultation and technical assistance, and resolving issues. The table below provides a description of the type of recurring meetings that Deloitte proposes continue and Lot 6 will attend and actively contribute towards. The frequency of these meetings may be modified based on actual need. We have identified meetings that we believe are needed for Deloitte to participate as a Lot 6 offeror. We anticipate there may be additional meetings that the other lot vendors may want the Lot 6 offeror to participate in. We will work with DPW to reconcile the lists of these meetings and arrive at a optimal list of meetings that need attendance.

The table below depicts the support that Deloitte provides for each identified meeting.

Type	Meeting	Frequency	Value of the Meeting	Deloitte's Support Services			
				Brainstorming and Planning	Providing Consultation	Technical Assistance	Issue Resolution
Contract/ PMO	Contract Administrator Meeting	Weekly	This meeting enables, facilitates and promotes effective contract management. It provides a forum designed to deliver and receive information in order to achieve the maximum benefit from the contract through effective management. A meeting agenda and contract dashboard (using agreed upon metrics) are used to review contract issues, financial information, project issues and risks, project highlights, action items, and decision reached.	✓	✓	✓	✓



Type	Meeting	Frequency	Value of the Meeting	Deloitte's Support Services			
				Brainstorming and Planning	Providing Consultation	Technical Assistance	Issue Resolution
<b>Contract/ PMO</b>	<b>Project Spotlight Meeting</b>	Monthly	Following a predefined schedule, this meeting provides a more detailed update on a designated project's status with emphasis on the project schedule to include milestones, risks and issues, challenges the project is facing, and project highlights. It provides a mechanism for program areas to showcase their innovative IT projects to the CIO of the DPW.	✓	✓	✓	✓
<b>Shared Services</b>	<b>Cross Project Logistics</b>	Bi-Weekly	Review of technical/application centric logistical issues	✓		✓	✓
<b>Shared Services</b>	<b>CTO/ITSS</b>	Bi-Weekly	ITSS management and lead application architects discuss issues and potential new technologies that have a potential for use/consideration within DPW's enterprise. Promotes that new technologies are considered for use at DPW.	✓	✓	✓	✓
<b>Shared Services</b>	<b>DTE/DEA</b>	Weekly	General issues discussion around high visibility implementations that require cross organizational collaboration. Promotes that the necessary parties are involved and aware of the technical considerations of the implementations at hand.	✓	✓	✓	✓



Type	Meeting	Frequency	Value of the Meeting	Deloitte's Support Services			
				Brainstorming and Planning	Providing Consultation	Technical Assistance	Issue Resolution
<b>Project</b>	<b>ARB sessions</b>	As Needed	Promotes that BIS domain leads are adequately informed and have time to plan for impacts on their domains for upcoming system releases. Drive architectural standardization and norming across DPW's application portfolio. Provides a final checkpoint on application readiness prior to the production deployment and generates buy-off from the BIS domain leads.	✓	✓	✓	✓
<b>Shared Services</b>	<b>IT Strategy</b>	Monthly	Various topics to facilitate information sharing and/or determining IT strategy	✓	✓	✓	✓
<b>Project</b>	<b>Steering Team</b>	Monthly	Executive level status and risk/issue discussion; responsible for determining that the initiatives fit within the vision for the Department and that the Department's technical, policy, and quality standards are followed.	✓	✓		✓
<b>Project</b>	<b>Project Team</b>	Bi-Weekly or Weekly	Project level review of risks and issues, discussion of project status, coordination among multiple projects; responsible for decisions affecting schedule, requirements, scope, and functionality	✓	✓		✓
<b>Project</b>	<b>Testing Team</b>		Responsible for testing the software against the agreed upon requirements	✓	✓	✓	✓
<b>Project</b>	<b>User Education Team</b>		Responsible for defining the job aids and training materials for the end user	✓	✓	✓	✓





Type	Meeting	Frequency	Value of the Meeting	Deloitte's Support Services			
				Brainstorming and Planning	Providing Consultation	Technical Assistance	Issue Resolution
Project	Logistics Team		Responsible for the management of the implementation of the software or release		✓	✓	✓
Project	Change Control		Requests for changes, enhancements, fixes are discussed and evaluated. If change is accepted this meeting is used to determine the appropriate release to include the PCR.	✓	✓		✓

Figure 6.2-36. DPW Project Meetings and Deloitte's Support Services.

## High Level Estimates

IV	Page IV-26	RFP Reference: 1. Contract Management and Project Management – Overview
----	---------------	---

The selected Offeror(s) shall provide high-level estimates on changes and enhancements on request and at no charge. The costs of providing these estimates cannot be rolled into future work orders or contract change orders.

Deloitte’s project management team is responsible for providing resource and level of effort estimates. This is essential to the overall success of DPW because our estimates are used to plan work orders and develop work plans. We use our detailed estimation process that we have refreshed based on the lessons learned on this current contract. We use resource estimation tools that allow us to predict within a very close range the expected level of effort for phases of an initiative based on individual requirement complexity.

We have developed and refined an estimation tool that assists us with determining estimation for the number of hours and cost it will take to complete a particular change or enhancement. We develop these estimates with visibility and transparency by providing DPW access to review them throughout the generation process. This estimate tool is currently supported for end to end estimation for full life cycle of phases. Although this template may be modified for consistency across Lots, a sample view of the High Level Estimate template is shown in Figure 6.2-37.

The figure shows a complex form titled "DPW Strategic IT Systems High Level Estimate" with the Deloitte logo. It is divided into several main sections:

- Header:** Includes logos for Pennsylvania, DPW Strategic IT Systems, and Deloitte.
- Form Fields:**
  - Estimate Title:** A text field for a brief title of the initiative.
  - Requestor:** Fields for Program, Office/Bureau, and Description of Estimate.
  - HLE Total:** A table with columns for Estimate and Cost Range, with a "Insert Item" button.
  - Understanding of Need:** A text area for a narrative of the enhancement request, reason, and business improvements.
  - Timeframes:** Fields for Months and Weeks.
  - Additional Assumptions:** A text area for additional assumptions, constraints, or helpful information.
  - Application High Level Estimate:** A table with columns for System, Range of Hours, and Cost Range, with a "Insert Item" button.
  - IT Shared Services High Level Estimate:** A section for ITSS Estimation Checklist, including a table for Domain Areas and Impact Assumptions, and a table for Domain, Range of Hours, and Cost Range.
- eCIS Estimation Checklist:** A table with columns for Application Areas and Impact Assumptions. Application areas listed include Application Processing, Dashboard, Case Management, Change Center, Imaging, Automated Renewals, Comments, Data Exchanges, LTI Assessment, Reports, eCIS Interfaces, Data Capacity, MCI, Case Processing, Eligibility, Correspondence, Authorization, Financial Management, Administration, Conversion Activities, and Other Application Areas / Operational Considerations.
- BII Infrastructure Checklist:** A table with columns for Domain and Approximate Considerations Cost. Domains listed include Security, Quant, WebMethods, Application Architecture/Framework, Database, Business Intelligence - Operational Data Store, Business Intelligence - Data Warehouse, Informatica, Batch Operations, Network, Servers, COTS Software, Enterprise Services(SOA), Information Lifecycle Management (ILM) Impacts, Storage, Disaster Recovery Impacts, Desktop/Tablet/Mobile Devices, Portal Technology, Telecom - Video, Telecom - Voice, Printing/Mailing/Imaging, Developer Tools, GIS, eGov, Ongoing Operational Support Costs, and Other Infrastructure Costs.

**Figure 6.2-37. High Level Estimate.**  
A sample view of Deloitte’s High Level Estimate template.

PA\_DPW-856



## Audit Support

IV

Page  
IV-27

RFP Reference: 1. Contract Management and Project Management – Overview

The selected Offeror(s) must, at its own expense, make all records available for audit, review, or evaluation by the Department, its designated representatives or federal agencies. Access shall be provided either on-site, during normal business hours, or through the mail. During the contract and record retention period, these records shall be available at the selected Offeror's location, subject to approval of the Department. All records to be sent by mail shall be sent to the requesting entity within fifteen (15) calendar days of such request and at no expense to the requesting entity. Such requests made by the Department shall not be unreasonable.

In certain cases, the selected Offeror's expenses for providing requested information in support of lawsuits may be reimbursable. In these cases, the Department will request the information via the work order process.

The selected Offeror(s) must maintain books, records, documents, and other evidence pertaining to all revenues, expenditures and other financial activity pursuant to this contract as well as to all required programmatic activity and data pursuant to this contract. Records must be kept in an original paper state or retrievable electronic format. These books, records, documents and other evidence shall be available for review, audit or evaluation by authorized Department personnel or their representatives during the contract period and five years thereafter, except if an audit is in progress or audit findings are yet unresolved, in which case records shall be kept until all tasks are completed.

Deloitte acknowledges the Commonwealth's need to have appropriate audit rights. Deloitte requests that the obligations to retain records and the scope of the audits be limited to what is necessary to confirm that Contractors charges were consistent with the contract. As part of this contractor will seek to have the audit provisions in the RFP at Section VI-6.A.1, pg. IV-27, reconciled with the above scope and purpose as negotiated.

## Contract Management and Project Management – Commonwealth's Responsibilities

IV

Page  
IV-27

RFP Reference: a. Commonwealths' Responsibilities: Contract Management and Project Management

Commonwealth responsibilities include:

- Provide overall contract goals and objectives, set priorities
- Oversee contract performance and compliance
- Review and approve deliverables
- Advise the selected Offeror(s) of any requirements for obtaining approval on subcontracts
- Prepare and maintain Service Level Agreements (SLAs)
- Define the desired content, format, frequency, and media for reports and documentation
- Conduct contract monitoring and issue contract monitoring reports

Deloitte acknowledges that for DPW to achieve its core missions and improve citizen services in a multi-vendor project environment, it requires well-defined responsibilities. We understand that both DPW as the client, and ourselves, as the vendor, have distinct responsibilities and will perform them in close coordination to achieve project success.

We help facilitate activities that allow the Commonwealth to meet the responsibilities specified in the RFP in a timely fashion.



Through our current contract at DPW, we have had the opportunity to understand and operate in your existing services model and have established working relationships with DPW stakeholders. We understand your new operating model and plan on leveraging these relationships to help effectively support your responsibilities in concert with ours.

## ***Contract Management and Project Management – Offeror Responsibilities***

**IV**

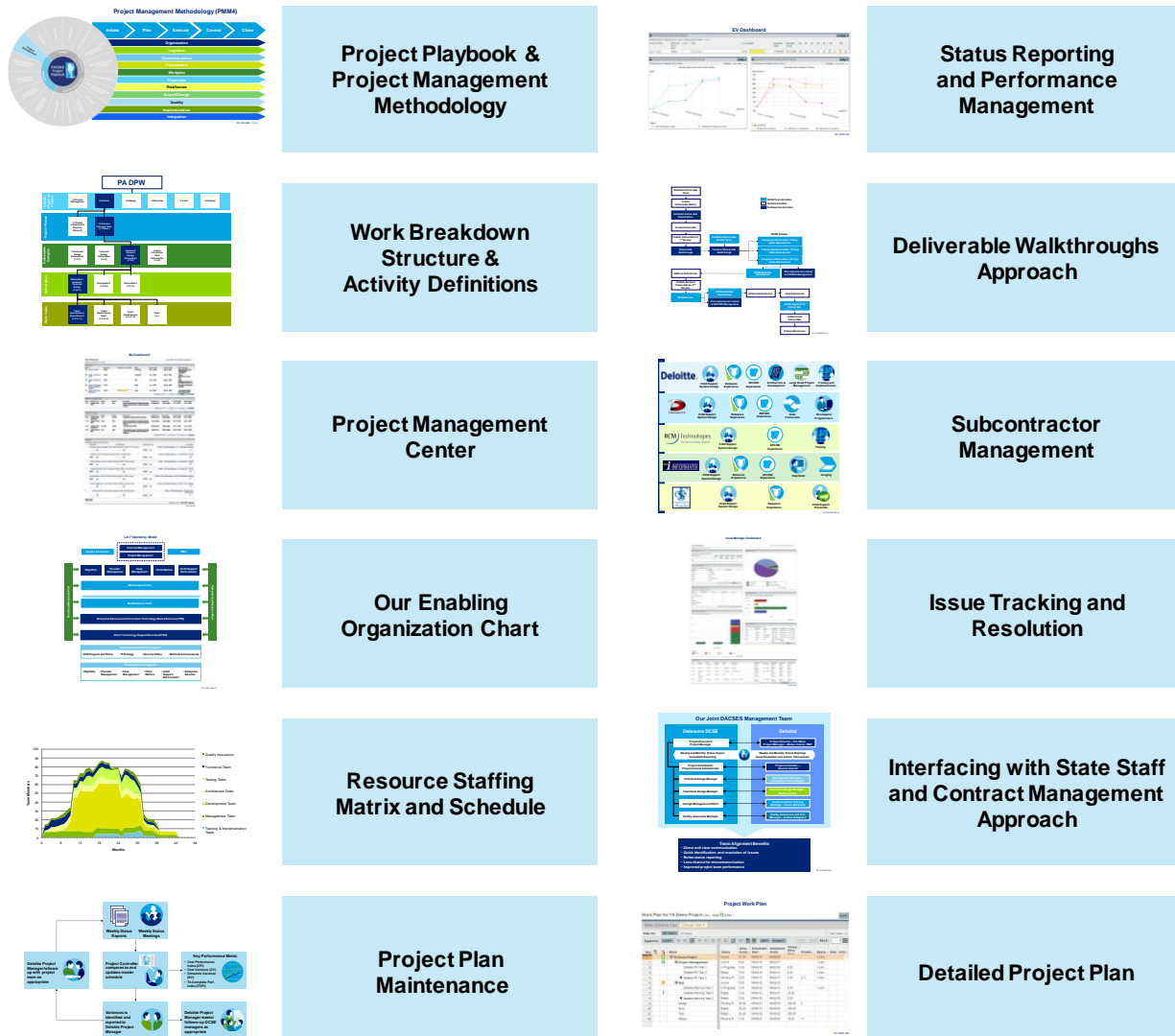
Page  
**IV-27**

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

Deloitte understands that contract management and project management involves multiple components. Our Deloitte team is accountable for the completion of the deliverables. We maintain a “single point of contact” philosophy where our Project Manager oversees our activities and is accountable for each aspect of work performed by our team members. This synchronized approach to complete accountability helps Deloitte and DPW advance toward the common goals and objectives of the project and provides DPW with a streamlined communication channel for project issues and status. Figure 6.2-38 provides a high level view of management activities Deloitte is responsible for.

## DPW Information Technology Support and Services – Project Management Components



PA\_DPW-456\_3

**Figure 6.2-38. Project Management Components.**

A high level view of activities Deloitte is responsible for in Contract and Project management.

The following sections describe the Project Management responsibilities of the Deloitte Team as prescribed by the RFP.



## Satisfy Contract and Performance Requirements

IV

Page  
IV-27

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Actively manage all aspects of the Offeror's organization to ensure contract requirements are satisfied and performance requirements are met

Deloitte works with DPW to measure and report progress in meeting established performance standards throughout the course of the contract. These standards we propose, and jointly accepted with DPW, measure our delivery capabilities and timeliness of deliverables and work products. We recognize that measuring performance against established standards is a key component of this contract, and we are very familiar with meeting these standards in our current contracts with the Department.

We carefully assessed your contract management requirements and have determined key areas that can be measured for the project. By working with the department, we establish standards for measurement, and work to measure ongoing progress. We provide monthly detailed reports on the Service Level Agreements (SLA) that are relevant to Lot 6 in an electronic form. These reports focus on performance against SLA's in the prior month, a trend analysis for SLA performance the previous three months and three quarters, and problems or risks that could lead to Deloitte not meeting a SLA. Please refer to Tab 9 for details regarding SLA management.

The following provides a high level list of our measurements for this task

- Prepare and submit Monthly Reporting Package.
  - Timeliness of submission process
  - Timeliness of review, incorporation of CW feedback, resubmission
  - Completeness of reporting package
    - Total number of content omissions
    - Total number of content errors
- Quarterly Reporting Package.
  - Timeliness of submission process
  - Timeliness of review, incorporation of CW feedback, resubmission
  - Completeness of reporting package
    - Total number of content omissions
    - Total number of content errors



We provide supporting SLA documentation as required for Lot 6 to the DPW Contract Administrator. DPW will have transparency into our SLAs; presently, as part of our monthly reporting, we provide information on the source data for the SLAs/SLOs that are being measured.

## ***Develop and Maintain Project Work Plans***

**IV**

Page  
**IV-27**

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Develop and maintain project work plans; track status and report status

Deloitte brings our leading practices when developing, managing and communicating work plans. We use a regimented approach to develop the project schedule in MS Project and maintain the work plan using PMC.

Schedule and Resource management is a critical component of our overall Project Management Methodology. This is particularly the case with a project this size and scale where quality, transparency and accountability, and cost neutrality are necessary to the overall success. The work plan is a tool to provide an overview of overall project progress, identify any risks becoming issues, and inform management of progress against the plan. For example, in our experience with DPW, planning for the right amount of time to effectively communicate key milestones and deliverable products to the involved stakeholders is critical to staying on schedule. Our plan carefully considers this element as we set up our time to collaborate with you to effectively build on the activities you request, track our status, update you on status, and maintain an effective and timely sign-off of the outputs and deliverables that are important to our collective success.

Deloitte's work plan begins with a determination of the work breakdown structure (WBS). The WBS documents the detailed tasks required to complete the work and deliverables by phase of an initiative. It contains detailed information about the tasks to be completed within relevant Lot phases of the project. Schedule details are incorporated with our WBS in Microsoft Project and we perform resource estimation at the task level. Effort estimation is a critical component of the work plan, because the project plan and timeline is only as good as the estimation techniques that were used to develop them. Once the work plan is a fully loaded plan with tasks, deliverables, dependencies, timelines, effort, and resource types and availability in MS Project, it is synchronized with PMC.



## Project Work Plan

Work Plan for DPW IT Support Services (New: Health  Green)

View: Schedule View Change View

Filter for: All Tasks All Tasks Total Tasks: 461

Expand to: Level

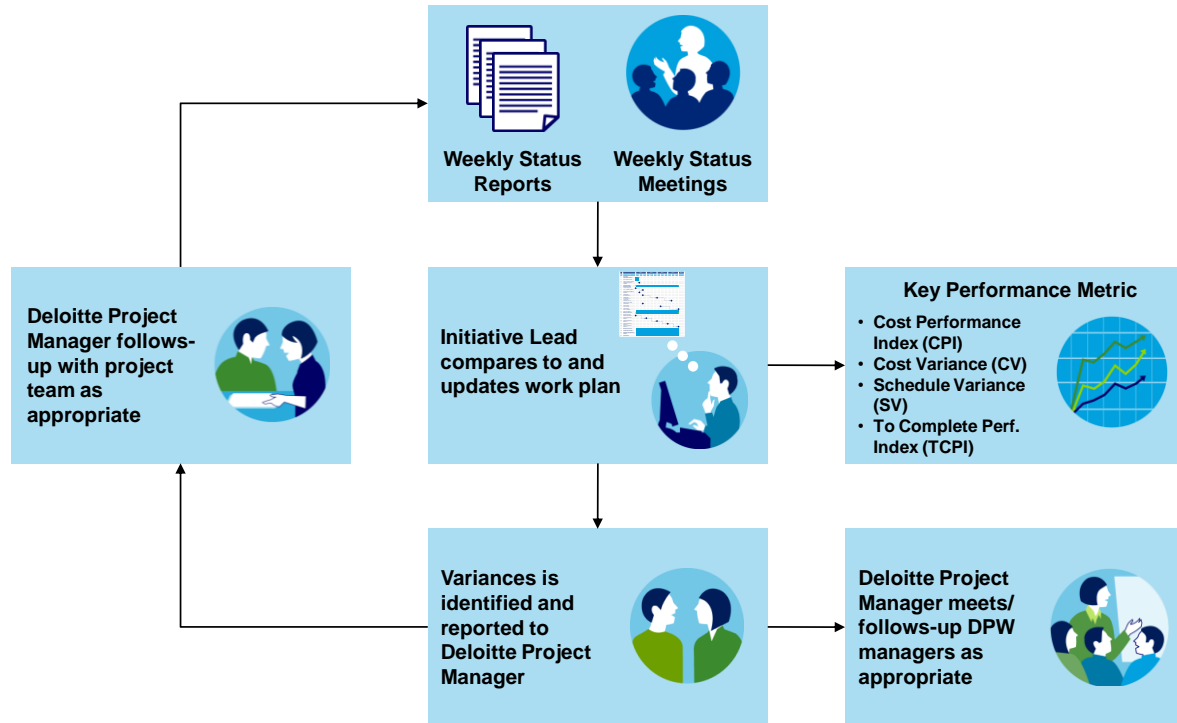
Seq	Name	Status	Sch... Dur...	Scheduled Start	Scheduled Finish	Sch... Effort (hrs)	Una... Effort (hrs)	Predeces...	Resources	Role	Acti...
0	DPW IT Support Services	Active	51.88	7/1/10	9/10/10	1,32...					
1	Work Order Work Plan	Active	51.88	7/1/10	9/10/10	1,32...					
2	Project Initiation	Complete	3.00	7/1/10	7/5/10	7.70					
3	Schedule Work Order Kickoff Meeting	Complete	0.88	7/1/10	7/1/10	1.00	0.00		Ryan McFa...		
4	Create Agenda and Presentation for Kickoff	Complete	1.00	7/1/10	7/1/10	0.50	0.00		Ryan McFa...		
5	Hold Kickoff Meeting	Complete	0.88	7/2/10	7/2/10	0.20	0.00		Cherie Gro...		
6	Create Stakeholder Involvement Plan	Complete	1.00	7/5/10	7/5/10	2.00	0.00		Ryan McFa...		
7	Update Communications Plan Details	Complete	1.00	7/5/10	7/5/10	2.00	0.00		Ryan McFa...		
8	Update Data Management Plan Details	Complete	1.00	7/5/10	7/5/10	2.00	0.00		Ryan McFa...		
9	SDLC	Active	51.88	7/1/10	9/10/10	1,31...					
10	Requirements Phase	Active	40.80	7/1/10	8/26/10	535...					
11	Plan and Conduct Requirements S...	Complete	21.00	7/1/10	7/29/10	322...					
12	Plan for Requirements Sessions	Complete	2.63	7/6/10	7/21/10	28.00	0.00		Ryan McFa...		
13	Prepare for Requirements Sessions	Complete	2.00	7/1/10	7/2/10	72.00	0.00		Cherie Gro...		
14	Conduct Requirements Sessions (...)	Complete	1.50	7/8/10	7/9/10	96.00	0.37		Benjamin P...		
15	Document Requirements Sessions...	Complete	1.00	7/9/10	7/9/10	8.00	8.00	14	Ryan McFa...		
16	Review and Validate Requirements	Complete	1.00	7/12/10	7/12/10	10.00	4.42	15	Cherie Gro...		
17	Conduct Requirements Sessions (...)	Complete	1.00	7/15/10	7/15/10	16.00	7.08		Cherie Gro...		
18	Document Requirements Sessions...	Complete	3.00	7/16/10	7/20/10	12.00	0.00	17	Ryan McFa...		
19	Review and Validate Requirements	Complete	2.31	7/19/10	7/21/10	19.00	0.00	18	Cherie Gro...		

PA\_DPW-795

**Figure 6.2-39. Project Work Plan.**

Deloitte's PMC provides features for initiative Gantt work plans or rolling up to a system or contract level work plan

The baseline project schedule is initially created in MS Project and is the foundation for the staffing plan that is reviewed with DPW at project initiation. Deloitte synchronizes the schedule, actuals, and resources from the MS Project work plan with PMC. Resources are automatically assigned tasks in PMC based on resource allocation in the work plan. This baseline is used by the Deloitte Project Manager to monitor schedule variances during the project and identify tasks causing or likely to cause the timeline to slip. The process for maintaining our project plan is highlighted in the figure below.



PA DPW-455

**Figure 6.2-40. Updating the Work Plan.**

Deloitte utilizes a rigorous process for ongoing upkeep of work plans

PMC provides automated support for tracking and reporting status of work plans. Actual hours are entered into the PMC work plan by resource, per task and then verified by the initiative lead. Resources entering actual hours for each task in the agreed upon work plan gives DPW an accurate representation of variance in planned effort compared to actual effort at a task level. This benefits DPW by viewing project health of the overall initiative or by drilling down to the exact exceptions in the work plan. Our work plan is deliverable driven which we find more effective for measuring and reporting on project progress.

Deloitte recommends status reporting of the Plan is incorporated into the agenda of the status report meetings to facilitate the review/concurrence to modifications, as well as to gain agreement at the management level to project status, direction and relevant adjustment to scope, schedule, costs and/or the required resource allocation. The PMC Dashboard view provides the health of the project and is customizable by the user to show a variety of reports including Gantt Chart, Summary Tasks, and Project Milestones.



## Manage Project Baselines and Critical Path

IV

Page  
IV-27

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Establish and manage project baselines and critical path analysis

Deloitte establishes a project baseline once planned tasks, schedule, and effort are determined and finalized in the initial work plan. The baseline does not change throughout the life cycle of the work order unless the change is reviewed by the CCB, and ultimately approved by DPW contract administrator. A work plan baseline is the foundation for monitoring variance and reporting status to appropriate stakeholders. The PMC tool facilitates an easy, automated way to compare between the actual and baseline through the Baseline Comparison Report. Figure 6.2-41 below is a sample Baseline Comparison report.

### Work Plan Baseline Comparison Report

HP : Run by Kiran Honavalli on Aug 6, 2010 06:59:40 PM EDT

Compare current schedule to a Baseline or compare Baselines

Project name: DPW IT Support Services  
Compared from: Baselined on 8/6/10 (1)  
Compare to: Baselined on 8/6/10 (2)

#### Report Parameters for Report #57689

Show start-date changes:	Y	Show only changes:	Y	Include completed tasks:	N
Show finish-date changes:	Y	Show only summary tasks:	N	Include cancelled tasks:	N
Show duration changes:	Y	Only Indicate Changes Larger Than(days):	-	Only Indicate Cost Changes Larger Than:	-
Show effort changes:	Y	Show Resource changes:	N	Show Cost Changes For:	

#### Comparing [1]"Baselined on 8/6/10 (1)" to [2]"Baselined on 8/6/10 (2)"

Seq	Name	Scheduled Start	Scheduled Finish	Task Status	Duration (days)	Effort (hrs)
0	DPW IT Support Services	[1] Jul 1, 2010	Sep 10, 2010	Active	51.88	1325.12
		[2] Jul 1, 2010	Sep 10, 2010	Active	50.00	1300.70
		Var			2	24
1	Work Order Work Plan	[1] Jul 1, 2010	Sep 10, 2010	Active	51.88	1325.12
		[2] Jul 1, 2010	Sep 10, 2010	Active	50.00	1300.70
		Var			2	24
2	SDLC	[1] Jul 1, 2010	Sep 10, 2010	Active	51.88	1317.42
		[2] Jul 1, 2010	Sep 10, 2010	Active	50.00	1293.00
		Var			2	24
3	Requirements Phase	[1] Jul 1, 2010	Aug 26, 2010	Active	40.80	535.00
		[2] Jul 1, 2010	Aug 26, 2010	Active	40.00	535.00
		Var			1	
4	Requirements Definition Document (RDD)	[1] Jul 22, 2010	Aug 26, 2010	Active	25.80	77.00
		[2] Jul 22, 2010	Aug 26, 2010	Active	26.00	77.00
		Var			(0)	
6	General System Design (GSD) Phase	[1] Aug 5, 2010	Sep 10, 2010	Active	26.38	782.42
		[2] Aug 6, 2010	Sep 10, 2010	Active	25.00	758.00
		Var	(1)		1	24

PA\_DPW-825

**Figure 6.2-41. Baseline Comparison Report.**

The Baseline Comparison Report is created in PMC to compare the actuals and baseline.

The work plan and baseline for Lot 6 offeror is provided for the SDM phases that are relevant to the Lot 6 services – focusing only on feasibility, system requirements and general systems design phases. Critical path analysis is extremely important in monitoring a work plan for possible impact to schedule or cost. The critical path consists of the tasks that determine the length of an initiative. PMC allows a user to view the critical path, which is highlighted in orange when viewing the work plan. The initiative lead or project manager monitor the critical path to control risk in managing the work plan.

## ***Perform Risk and Issue Management***

**IV**

Page  
**IV-28**

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Risk/Issues Management

Deloitte's approach to Risk/Issue Management is detailed in section *Management Controls, Risk/Issue Management Controls* of this response. We identified and described the 4 step process in support of our approach. In addition, as part of the contract kick-off Deloitte submits to the Department the Risk Management Plan that outlines the specific processes that we follow in identifying, tracking, evaluating, and monitoring risks and issues. Our Risk Management Plan includes:

- Methodology and Approach
- Roles and Responsibilities
- Timing and Escalation Thresholds
- Scoring Criteria
- Communication of Risks
- Tracking

### **Risk Management Methodology and Approach**

Deloitte reviewed the Department's Project Risk Management Guideline (GDL-EPPM009) which was attached as Appendix BB to the RFP. Our methodology for risk management coupled with these guidelines result in a plan that can be used by the stakeholders to understand how risks are managed across the projects.

### **Roles and Responsibilities**

This section of the Risk Management Plan identifies the specific roles and responsibilities for the stakeholders involved in managing the risks and issues on the contract.

## Timing and Escalation Thresholds

This section of the Risk Management Plan identifies the timing for responding to risks and issues. Since the timing is dependent on the severity of the risk/issue and the likelihood of occurrence the amount of time needed to respond will vary. Deloitte works with the Department to determine how long we have to respond with a risk/issue handling plan for each type of risk and issue.

## Scoring Criteria

The results of the risk impact analysis can be scored in a summary mechanism such as a Risk Matrix. The Risk Matrix provides a visual means to conceptualize and track risks. It is easy to see from the matrix that red items must be addressed because of their high impact and high likelihood. The goal is to develop mitigation strategies for high and medium priority risks that move these risks from the red areas to the yellow and eventually to the green.

## Communication of Risks

This section of the Risk Management Plan defines the type, format and frequency for reporting on risks as well as the groups that receive the reports. Deloitte is proposing to use PMC for tracking and reporting on risks. PMC functionality allows for automated risk management including:

- Workflow-enabled risk/issue management
- Risk Manager Dashboard for status reporting

Reports are generated from PMC and monitored by the Deloitte management team. The Department's Management team is able to retrieve reports on an adhoc basis.

Deloitte believes that effective communication, formal and informal, is the basic foundation for any sound project management methodology. Team members and stakeholders are kept informed of project risks to avoid surprises and confusion. This is accomplished through timely and accurate project reporting using the risk manager dashboard. In addition to reports, we facilitate the communication of risks/issues by conducting various formal meetings that include: Project Team Meetings, Steering Team Meeting, and Contract Meetings. Meetings are scheduled appropriately with clearly defined objectives and encourage participation from key stakeholders.

## Tracking

This section of the Risk Management Plan provides detail on what information will be tracked for risks; and provides an overview on the tool that used to facilitate risk management.

### **Issue Management Plan**

During the contract kickoff Deloitte develops an Issue Management Plan. This plan includes the following components:

- Identification and Tracking
- Evaluation
- Monitoring and Escalation
- Resolution

### **Perform Variance Reporting**

**IV**

Page  
**IV-28**

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Monitor and report on variances to project scope, schedule, and budget based on predefined thresholds

Once the initial work plan is accepted, work accomplished must be continuously measured against work planned to determine the variance and whether corrective action is needed. The following measurements are used to make this determination:

- Planned start date versus actual start date
- Planned completion date versus actual task completion date
- Planned effort expended for a task versus actual effort
- Planned cost versus actual cost
- Variance reasons
- New conditions in the project environment
- Impact of variances on subsequent work

We use PMC to chart the impact of the actual effort expended against the estimated effort in graphical as well as in a spreadsheet format. This tool is used to measure performance at the task level. A project is initially set up in the tools by task, with each task having a resource or multiple resources assigned. During the course of the project, these resources log their time against these tasks. An analysis of this information is included in the status reports by Deloitte. The project work plan is the key roadmap for the tasks and deliverables that are accomplished during the course of the project.

The data on planned tasks versus actual tasks are also be used, as needed, to perform trend analysis. Trend analysis is performed on a regular basis to monitor the actual cumulative output versus the planned output for a given end product. The variance for each week would be recorded, and this information is used to forecast completion dates or revise task estimates after several weeks. Should unavoidable delays occur, methods for compressing the schedule or recapturing lost time is addressed through risk and contingency planning. Increasing work hours (fast-tracking), conducting tasks in parallel that are usually done in sequence (crashing), and adjusting staffing levels are some of the alternatives that can, with experience and judgment, be used to accelerate project schedules.

Deloitte also manages scope variance through risk/issue management and a requirements traceability matrix. Reports based on scope and EVM (see Figure 6.2-31) section are shared in management meetings where strategies can be discussed for any parts of the project that are beyond the acceptable variance.

### **PASCES Project Pilots EVM**

Deloitte is piloting Earned Value Management (EVM) and variance reporting through the management of the PACSES Project.

- On a weekly basis, the PACSES team manually creates reporting metrics based on the MS Project Work Plan, Earned Burned Hour Tracking tool, and the WOTT tool
- Metrics are based on percent of Work Complete, Burned Hours, Burned Cost, and remaining work on an initiative.
- These variables are used to determine EVM calculations including CPI, SPI, Cost Variance, Schedule Variance, and Projected Burn.

## **Perform Risk and Issue Impact Analysis**

**IV**

Page  
IV-28

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Provide details Risk/Issues impact analysis relative to project scope, schedule, and budget with mitigation strategies and recommendations for Change Control Board (CCB) and executive steering teams

We provide risk/issue analysis with mitigation strategies and recommendations for CCB and Steering Committee meetings using DPW's issue management process. The issue management process is used to identify, communicate, and document resolutions for obstacles to the completion of deliverables, milestones, activities, and tasks within the DPW project. Issue management is implemented any time an issue is identified that cannot be resolved promptly with the resources readily available. If an issue requires an action item to be tracked and/or requires escalation, project team members (both Deloitte and DPW) use the issue management process as described in section Risk/Issue Management Controls.





## Provide Written Status Reports Per Agreed Upon Schedules

IV

Page  
IV-28

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Provide written status reports per agreed upon schedules

We provide status reports that communicate necessary information required to successfully monitor project progress and health for the SDM phases specific to Lot 6. We work within DPW's governance structure to provide:

- Weekly project status reports across the project teams outlining project financials, SLA/SLO summary, project artifact summary, work order status, and invoices.
- Monthly status reports for project and steering teams outlining the status of deliverables and work products.
- Other unscheduled project updates as requested

Deloitte understands the importance of delivering timely, consistent, and detailed project status reports to DPW. We agree to provide status reports according to the schedule for the corresponding project meetings.

## Maintain Communications Plan and Strategy

IV

Page  
IV-28

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Review communications plan and strategy with DPW and modify as required

Effective communication, formal and informal, is the foundation for sound project-management. We review the communications plan and strategy with DPW team members and stakeholders to inform them of project status to avoid surprises and confusion. We accomplish this through timely and accurate project status reports, scheduled meetings, and frequent informal contact. With the numerous and diverse stakeholders associated with this project, effective communications throughout the project life cycle is a vital element for project success. Key stakeholders include, but are not limited to:

- CIO
- Steering Committee
- Lot 1-5 and Lot 7 Project Management
- Program Offices
- Business Review Board
- Architecture Review Board
- External stakeholders

Our communication plan documents DPW stakeholders their project roles and communication needs, the types of communication required to successfully manage the project, frequency of communications, and desirable methods of communicating. The scope of the plan covers both internal and external communication needs. Having a well thought out plan meets our objective of providing timely, focused, and effective communications.

Our plan is comprised of the following components based on industry leading practices:

- **Communication Roles List.** Proper communications is the responsibility of the project team members, but certain individuals or teams have distinct communication roles. This table identifies those teams and individuals and documents their core responsibilities. For example, the PMO has a particular role and responsibilities.
- **Stakeholder Communication Requirements.** Stakeholder analysis is performed and their communication requirements documented. This list describes to whom information needs to be provided, and the activities or plans to communicate those details are outlined to satisfy the stakeholder requirements. The list identifies:
  - **Who.** Stakeholder category
  - **What.** Information needs
  - **Why.** Purpose
  - **When.** Frequency
  - **How.** Delivery method
- **Stakeholder involvement Plan.** Contains additional details about each stakeholder and their level of involvement for particular stakeholder groups in alignment with a work orders or application releases.
- **Project Contact Lists.** Provides the standard contact information for the stakeholders (email, phone numbers etc...)

Our team works with DPW's Governance/Management team to develop a Communications Management Plan that incorporates the steps outlined in the detailed approach section above. As indicated, there are certain steps such as stakeholder analysis and the assessment of existing communication processes that must occur prior to the development of the plan. The Deloitte team incorporates the Commonwealth's core communications principles and objectives into the plan. These components serve as a foundation for the overall plan and support the team's effort to (a) document roles and responsibilities, (b) create specific and appropriate messages for individual stakeholder groups that are deemed appropriate, (c) identify preferred delivery methods and the frequency of individual communication tools, and (d) establish a strategy for executing the plan.



## ***Attend and Facilitate DPW Governance Meetings***

**IV**

Page  
**IV-28**

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Attend DPW governance meetings (such as Steering or Project Teams; Project Status meetings, etc.) as directed and provide status on system, projects, and activities; and facilitate as directed

Deloitte has consistently been part of DPW's governance meetings and attends meetings such as Steering/Project teams, project status meetings, etc. Our participation includes providing status updates on systems, projects and activities during these meetings.

Where our facilitation is required we perform the following:

- Preparation and distribution of meeting agendas
- Distributing of required meeting materials
- Productions and finalization of meeting minutes
- Follow through on action items and other expected results

## ***Participate in DPW Planning and Brainstorming Sessions***

**IV**

Page  
**IV-28**

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Participate in DPW planning and brainstorming sessions and provide specific information and materials as directed

Deloitte participates in DPW's planning and brainstorming sessions. As our client, DPW has access to Deloitte's thought leadership, which provides the Department with a broad access to our overall institutional knowledge base. Deloitte is organized along service lines, industries and regions. With five service areas and eight industries, we are well-positioned to offer you access to a full range of integrated solutions that meet and exceed your business and technical needs. Pennsylvania and DPW benefit significantly from this integrated structure; there are very few challenges that are faced on our engagements that we cannot bring to bear the knowledge and experience required to successfully complete the mission at hand. Our access to the wide range of skills available in our integrated, global firm is what sets us apart from one dimensional integrators and service providers.

Within our Public Sector HHS practice, Deloitte has a dedicated market segment that focuses on health and human services programs. We make significant National investments in developing information around key subject areas that impact government funded programs. Our research does not focus specifically on the needs of any one particular client, but rather on broader issues that we believe are impacting agencies providing access to assistance programs across the country. Examples of such investments are the development of our National Centers that include:



Deloitte Centers	What They bring
Center for Health Solutions	Leading practices in health care reform, health information exchange, health transparency
Center for Cyber Innovation	Leading practices in technology organizations, advanced technologies and cyber security
Center for the Edge	Leading practices in innovation, cost reduction, performance improvements
Center for Financial Services	Leading practices in risk management, financial regulatory reform
Center for Energy Solutions	Leading practices in business performance, risk management, operational and capital efficiency, green energy, impacts of future grid.
Center for Research	The innovative, practical insights organizations use to improve their performance and gain competitive advantage through provocative thought pieces including webcasts, podcasts, whitepapers, case studies, and books.

**Figure 6.2-42. Deloitte National Centers.**

Deloitte understands that our participation includes supporting planning activities initiated by the Lots 1-5 and 7 vendors, as well as brainstorming associated with upcoming business requirements. We support the Lot 1-5 vendors with our knowledge of the overall system architecture and supporting DPW technologies; we support the Lot 7 vendor with interpreting Lot 1-5 business requirements and developing designs in support of system development.

Our brainstorming techniques include:

- Providing a respectful and thoughtful environment which generates a high degree of options and ideas
- Collaboration amongst the session participants
- High level of interactions amongst participants
- Consideration of leading practices from other states
- Processes which generates actionable results
- Collection and documentation of resulting ideas

Brainstorming sessions may require bringing in Industry specialists to provide additional knowledge of a problem being addressed. We engage our HHS clients in participating in periodic information sharing sessions designed to present new ways technology can support their programs and discuss emerging issues and challenges they face. DPW has already benefited from such information sharing through the following thought leaders:

Name Sector/Center	Summary background	Eminence platform
<b>Paul Keckley</b> <b>Center for Health Solutions</b> 	Former Executive Director of the Vanderbilt Center for Evidence-based Medicine	Health care reform; Consumerism; Disruptive innovations; Changing incentives in health care delivery
<b>Wade Horn</b> <b>Center for Health Solutions</b> 	Former assistant secretary for the Administration for Children and Families (ACF) at the U.S. Department of Health and Human Services (DHHS).	State HHS, specifically, child welfare, child support, integrated eligibility, labor and unemployment, and child services.
<b>Harry Raduege</b> <b>Center for Cyber Innovation</b> 	Former Director of U.S. Defense Information Systems Agency, Retired USAF 3-Star General	Cybersecurity; Technology innovation; Netcentric operations

Figure 6.2-43. Deloitte Thought Leaders That Have Engaged with DPW.

### ***Attend DPW and Commonwealth Meetings as Directed***

<b>IV</b>	Page <b>IV-28</b>	<b>RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management</b>
-----------	----------------------	---

The selected Offeror's responsibilities include:

- Attend other DPW and Commonwealth meetings as directed

Deloitte attends required meetings as planned and at the request of DPW and the Commonwealth. Our years of experience and in-depth knowledge of DPW businesses and application systems enable us to plan, support and facilitate DPW meetings starting at Day 1 of this project. We also proactively assist in identifying meetings that might be necessary to resolve issues quickly while putting quality first; for example, SWAT teams for issue resolution on Adobe on PACSES or IVB on CIS. Please refer to Figure 6.2-36 in the section *Key DPW Governance Meetings* for a list meetings and Deloitte services provided.

## Communicate Status and Issues to DPW


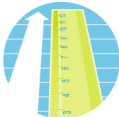



<b>IV</b>	Page <b>IV-28</b>	RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management
-----------	----------------------	--

The selected Offeror's responsibilities include:

- Provide open and timely communication of status and issues to DPW through formal and informal means

Deloitte considers status reports an essential prerequisite for effective management reviews and monitoring the execution of DPW project activities. We understand the importance of status reporting to appropriate levels of the project organization. Status reporting is one of the most effective ways for project stakeholders to remain closely connected to aware of the project's progress and potential issues.

Deloitte's approach to status reporting is directly tied to our approach for project team communication, issue tracking and resolution, and analyzing and measuring risks to the project. Five key principles drive our approach to this critical thread of project management:

Status Reporting Principle	Description and Benefits for DPW
 <p><b>Document and Assign It</b></p>	Both status reports and issues are documented and tracked with clear assignment of owners and follow-up steps. This information is captured in our PMC tool which provides DPW with one source for the things affecting the project
 <p><b>Quantify and Measure Progress</b></p>	A project of this scale requires quantitative measurements about progress. We measure performance against the project plan, as well as quantifying things like the # of outstanding issues, # of system defects, and # of completed test scenarios. We also provide EVM information to detect/monitor variances from schedule.
 <p><b>Clear Lines of Authority</b></p>	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.
 <p><b>Agreed on Escalation Procedures</b></p>	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 both Deloitte and DPW staff.
 <p><b>Meet Regularly</b></p>	Face to face meetings are the lifeblood of communication on a project. Meeting regularly at different levels of the project team to discuss and record project progress and escalate issues as needed to higher authority for resolution is key to maintain project progress.

**Figure 6.2-44. Status Reporting Principles.**  
Deloitte approach provides consistent status reporting to DPW.



Our status reports provide the necessary information required to successfully monitor and report on project progress and health. We provide reports on a weekly and monthly schedule as planned and when necessary provide status and other information for informal discussions.

Information provided in our status reports could include the following:

- Executive summary
- Dashboard indicating overall health of project and contract
- Charts, Graphs, and Metrics
- Project Schedule/Timeline
- Earned Value Management to reflect schedule variances
- Project tasks (completed/late)
- Priority Issues/Risks
- Resource (staff) information
- Deliverables

In addition to providing status reports, we provide DPW with direct access to our PMC tool which allows the user to review on demand, formatted status information on the project schedule, resources, issues/risks, deliverables, etc. Within the tool project information can be viewed at a summary or detailed level. Users can also create their own personal dashboards, creating a customize view of project information. .

Our PMC tool is a major contributor to our status reports as it is the proposed centralized place for tracking schedule, resources, tasks/activities, Issues, etc... Formatted status information is extracted from PMC and captured in the prepared status reports. Deloitte works with DPW to finalize the delivery format for the status reports.

Deloitte prepares the appropriate agreed upon report for the meeting being held. Preparation includes performing a broad analysis of the project status information for accuracy and highlighting important key points relevant to the project's overall health.





## Develop Strong Working Relationships with DPW and Other Vendors

IV

Page  
IV-28

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Develop and maintain strong working partnership relationship with DPW and other vendors performing work on behalf of the Department

### Relationships with DPW

Deloitte has developed a strong working relationship with DPW over the last 35 years of service. The following table summarizes some of the major initiatives we have collaborated with you on during this time period.

Project Time Period		
Project	Development Start Date to Implementation Date:	Ongoing Maintenance and Enhancements:
PACSES	January 1993 – February 1999	March 199 – Current
CIS/MEDA	January 2000 – April 2005	May 2005 – Current
PELICAN	October 2000 – October 2002	November 2002 – Current
HCSIS	September 1999 – March 2002	March 2002 – Current
COMPASS	September 2000 – July 2003	July 2003 – Current
MCI/eCIS	February 2002 – June 2003	July 2003 – Current

Figure 6.2-45. Deloitte's Support Over Time of DPW Initiatives.

Our close collaboration with you as resulted in the successful implementation of eight major systems and a number of modifications. During our time working with you, we believe we have established a history of working as a cohesive unit with you – these implementations would not have been possible without it. We see DPW as a client that we collaborate with on daily basis to incorporate your ideas to improve the products we deliver to you. We understand your expectations and can create plans to meet these expectations, identify risks and issues far in advance and work closely with your staff.

### Relationships with other Vendors

In addition to our proven track record of working collaboratively with DPW, we also have also have a proven track record of forming strong relationships with other outside vendors. In order to foster a collective relationship amongst DPW and other vendors we employ the following:

- Joint Steering Committee Meetings
- Joint Project Status Meetings for Multi-Vendor Work Orders
- Initiative Kick-Off Meetings
- Phase Hand-off working sessions
- 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, DPW, and other vendors. We work with DPW to realize your goals of the RFP and we are a firm which has demonstrated our collaborative nature throughout the last 35 years in working with the Commonwealth. Our collective teams have achieved a high degree of success in helping the neediest citizens in Pennsylvania.

Included in our vendor relationships are also our alliance partners. Our alliance partnerships benefit DPW because they combine the suppliers' vast resource pools with Deloitte's strong industry experience and understanding of DPW's needs. And while our formal alliance partnerships help us significantly increase our product/technology-specific knowledge, we are not financially tied to any one technology or product suites.



PA\_DPW-956

**Figure 6.2-46. Deloitte Alliance Partners.**

Deloitte's alliance partnerships help us significantly increase our product/technology-specific knowledge to support DPW



## Draft and Update Meeting Minutes for Project Status Meetings

IV

Page  
IV-28

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Provide draft minutes by noon on the 2nd day following the meeting for project status meetings
- Update draft minutes with comments and provide at next scheduled meeting

Deloitte produces draft meeting minutes for project status meetings, meetings we facilitate, and other project meetings at DPW's request. The draft minutes are produced by noon of the 2nd day following the meeting, as requested. The minutes are distributed to the meeting participants for review and feedback and stored in the project's document solution.

Meeting participants are expected to review the draft minutes and provide their feedback within an agreed upon time frame. Participant feedback is used to finalize the minutes and a final document is produced, distributed and stored.

In line with CMMI standards, Deloitte has worked with DPW to develop standard meeting minutes that contain the following information:

- Meeting name and logistics
- Meeting attendees
- Agenda topics to be discussed
- Captured comments
- Decisions made
- Action items, due dates, and responsible person

Currently we use a DPW approved standard meeting minute template developed in collaboration with DPW. We can continue use of this template or modify it per request.



PROJECT MEETING AGENDA/MINUTES			
<b>Meeting Agenda</b>			
Meeting:	PACSES Employer Enhancements GSD Session-1		
Date:	March 31, 2010		
Start Time / End Time:	1:30-3:00 pm		
Venue:	Ollie Building- Large Conference Room (Dist-#M: 1-888-985-2063, passcode: 1806611)		
Attachments / Reference Documents: (List)	Employer Enhancement GSD Kick Off Presentation v4.ppt		
<b>X</b>	<b>Participants (alpha, last/first)</b>	<b>Project Name</b>	<b>Role</b>
X	Addicks, Marilyn	PACSES	Web Systems Team
	Barndt, Maribel	SCDU	EMU
X	Barrick, Tammy	DFST	DFST Manager
X	Coulter, Suzanne	DFST	DFST
	Crowe, Dana	PACSES	Application Support Services Lead
X	Grippio, Joseph	PACSES	SME Team
X	Hartman, Dots	PACSES	Application Support Services Manager
X	Hughes, Lauren	PACSES	Testing Team Lead
	Kirchmer, Ben	PACSES	Web Systems Team
	Khan, Jabeen	BIS	Portfolio Manager
X	March, Joyce	DCSES	Case Application Manager
X	Mittal, Ujjwal	PACSES	Open Systems Technical Services Lead
X	Murphy, Mark	PACSES	Open Systems Manager
X	Nitchman, Sue	DCSES	Applications Supervisor
X	Ney, Scott	DCSES	Case Application Lead
X	Pender, Jody	DFST	DFST Director
	Reynolds, Colin	PACSES	SME Team
X	Roland, Martin	BCSE	DPDE Program Specialist
X	Santani, Navin	PACSES	Web Systems Track Lead
X	Snyder, Diana	DFST	DFST
X	Zeigler, Teri	SCDU	Manager
<p style="text-align: right;">Project Meeting Agenda/Minutes Page 1 of 4 Save Date: 06 April 2010 PACSES Employer Enhancements W00317 GSD Session 1 Minutes 2010033131</p>			

PROJECT MEETING AGENDA/MINUTES		
<b>Agenda</b>		
Topic	Owner	Comments / Minutes
1. Review Open Action Items	Navin	No additional comments were provided.
2. Search Screen Initial Design	Navin	While reviewing the search fields and the associated business rules Joyce pointed out that the zip code business rule field 4 digits will be searched and her understanding was that 5 digits would be required but the system would search by 4 digits. <ul style="list-style-type: none"> <li>It was clarified that the full 5 digit zip code will be used for the search and the system will return employer records with that exact zip code, but the system will also perform a relaxation on the zip code and will also return results that have a partial zip code match.</li> </ul> Mark clarified that the care-of-the and address line 1 are the same fields and we should use the same terminology to talk about the field to avoid confusion. It is also possible for the system to provide both options, so users who aren't able to get clear results from the single text box could use the individual search fields to create a more exact search. Ujjwal will create a proof of concept for the single search box Employer search and have it ready by the third GSD meeting. Once the group is able to see how searching could be done with this a final box a decision can be made. The group will look at the proof of concept and consider using it.
3. Search Error Messages	Navin	The team decided to shorten the message provided. The updated messages can be found in the appendix. The phone validations were discussed. As a member can enter (-) 10 digits or a phone number, the question was brought up about partial phone numbers being entered. The current email address provided only validates that the field entered has a @ symbol. Navin's team will also look into adding a new business rule to check for a - in the validation and error message for the email address will be updated accordingly.
4. Wireframes	Navin	Navin led a discussion about the sample wireframes provided. Doris said that a change in the mainframe is a more direct solution since that is where they are adding employer info to arcs. The group agreed that a business process change is the real solution but the parent employer's information can be highlighted in the Search application to direct users to the correct information. Navin asked if searching for an employer a match was found on a child then the parent would be displayed as another search result or just the matching child record. The group decided that only the matching employer record would be shown in the search result and that all the relationships can be viewed from the matching record. The current wireframes show the Employer Relationships window as being a separate window from the Employer Details. Navin suggested that this could somehow be combined into the same window. This would also allow for easy navigation between the Employer Details and the Employer Relationships. The group agreed this is a good option for these sections.
5. OSA		
<p style="text-align: right;">Project Meeting Agenda/Minutes Page 2 of 3 Save Date: 06 April 2010 PACSES Employer Enhancements W00317 GSD Session 1 Minutes 2010033131</p>		

PA\_DPW-790\_2

**Figure 6.2-47. Meeting Minutes Template.**

An example of the DPW approved meeting minute template that has been drafted by Deloitte during a JAD session with the Department.

## Preparing Meeting Agendas and Materials

<b>IV</b>	Page <b>IV-28</b>	<b>RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management</b>
-----------	----------------------	---

The selected Offeror's responsibilities include:

- Assist in preparing meeting agendas and materials

Deloitte assists in preparing and distributing meeting agendas and other materials required for project meetings. In some instances this requires collaboration with DPW and other vendors to understand the meeting goal and objectives identify the appropriate topics, and required participants.

Meeting agendas are provided at least one day prior to the scheduled meeting, so participants can prepare ahead of time making for a more productive and effective meeting.

## Identify, Track, and Resolve Issues

IV

Page  
IV-28

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Identify, track, and resolve issues relating to this contract

Our team continues to be proactive in identifying issues as soon as they are identified. As stated earlier in *the Risk and Issue Management section*, issues are tracked and escalated using PMC. This tool provides:

- Workflow-enabled issue management
- Ongoing tracking of issues through resolution
- Classification of issues based on type, priority, team, escalation level
- Issue Manager Dashboard for status reporting
- Email notifications to the involved stakeholders when an issue is assigned or when it is closed

The following table describes our approach for issue identification, tracking, and resolution:

Component	Our Approach
<b>Issue Identification</b>	<ul style="list-style-type: none"> <li>• Identification occurs throughout a project's life cycle. It may arise during meetings, analysis, document reviews, workgroups, or other project activities.</li> <li>• Issues can be identified by any member of the project team.</li> <li>• The project manager uses the status meetings to track the project against the baseline – deviations to the baseline will be identified as issues.</li> </ul>
<b>Issue Tracking</b>	<ul style="list-style-type: none"> <li>• Issues will be entered into ATS/PMC with required information: Title, Description, Created Date, Target Resolution Date, Status, Escalation Level, Owner, Category</li> <li>• Issues are validated by the "track lead" to determine if they are complete and non-duplicative</li> <li>• Reports will be generated on a pre-determined schedule as defined in the Issue Management Report.</li> <li>• Department staff will be able to view issues in PMC</li> </ul>
<b>Issue Resolution</b>	<ul style="list-style-type: none"> <li>• The Project Manager will determine the appropriate escalation level for an issue. Issues that affect cost, schedule or scope will be escalated to Steering Team and the contract administrator. Issues that are not able to be resolved at the project or steering team level are escalated</li> <li>• Issues will continue to updated with additional information and closed once a resolution is agreed upon by the DPW project manager/contract administrator (depending on escalation level)</li> </ul>

Figure 6.2-48. Issue Management Approach.



## ***Notify DPW Contract Administrator of Subcontracts***

**IV**

Page  
**IV-28**

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Notify the DPW Contract Administrator of intent to enter into any subcontract and provide description of the scope of services to be subcontracted

Deloitte notifies the DPW Contract Administrator of intent to enter into any subcontract and provide a description of the scope of services to be subcontracted.

## ***Oversee and Manage Subcontractors***

**IV**

Page  
**IV-28**

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Oversee and manage subcontractor activities and performance

Deloitte treats subcontractors as members of the project team, not as an employee of their subcontracted company. Our subcontractors are required to provide the same level of service excellence as any other Deloitte employee. They are fully integrated into the project team, and expected to follow the established standards, procedures, policies, and practices. Each subcontractor reports to a member of Deloitte's management team and is managed for the work associated with their area of responsibility. Each project team member, including subcontractors, undergoes scheduled periodic performance evaluations, including corrective action plans when required. Subcontractor staff performance is commented upon to the appropriate subcontractor management representative. This performance review process allows our project team to perform at the highest level. We view this approach as key to DPW's project success.

In addition to having the right knowledge and experience, subcontractors are required to successfully pass a background investigation before they are permitted to arrive at the client site. They must also sign a subcontractor agreement that holds them to the same contractual standards that our clients require of Deloitte employees. To support our stringent subcontractor requirements, Deloitte centralized the sourcing, staffing and payment of subcontractor resources through its in-house Contingent Workforce Services (CWS) unit.

Deloitte retains full responsibility for oversight and management of its subcontractor activities and their performance.



## Obtain Approval on Subcontracts

IV

Page  
IV-28

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Obtain approval on subcontracts as required by the Department

Deloitte works with DPW to obtain approval of subcontractors through the use of DPW's Appointment & Termination (A&T) letters. After discussions are held with DPW about subcontracting plans for particular scopes of work and agreement is obtained, Deloitte submits an A&T letter for each individual subcontractor along with the subcontractor's resume for DPW's review. A formal approval from DPW is required to confirm acceptance of the subcontractor for the scope of work identified.

## Develop and Implement Performance Procedures

IV

Page  
IV-28

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Develop and implement procedures for measuring, monitoring, and reporting performance

We will work with DPW to measure and report progress in meeting established performance standards throughout the course of the contract. These standards we propose, and jointly accepted with DPW, measure our delivery capabilities and timeliness of deliverables and work products. We recognize that measuring performance against established standards is a key component of this contract, and we are very familiar with meeting these standards in our current contracts with the Department. Deloitte uses a number of means to measure contract performance. Some of these are listed below.

- Quality Assurance
- CMMI Compliance
- Service Level Agreements
- CIO Dashboard

### Quality Assurance

Quality Assurance (QA) within the project helps to establish and maintain quality of deliverables, processes, products, and services. Elements of the IEEE and Project Management Book of Knowledge (PMBOK) standards are closely aligned with our Quality Assurance Plan to capture the QA steps that are used to establish, promote, and monitor both quality and performance throughout the project.

Deloitte's Quality Management guiding principle is to provide guidance and direction to the entire engagement by identifying the responsibilities of the quality management group and to provide project teams with guidance and direction for effectively supporting



the quality management functions. Project quality management includes the processes required to help confirm that the project meets or exceeds the requisite tasks required by the project engagement. To effectively provide quality management activities the project teams perform:

**Quality Planning.** Identifying which quality standards are relevant to the project and determining how to meet or exceed them.

**Quality Assurance.** Evaluating overall project performance on a regular basis to provide confidence that the project is meeting or exceeding the relevant quality standards.

**Quality Control.** Monitoring the specific project tasks, deliverables and work products to confirm whether they meet the established project criteria and to identify methods to correct unsatisfactory performance.

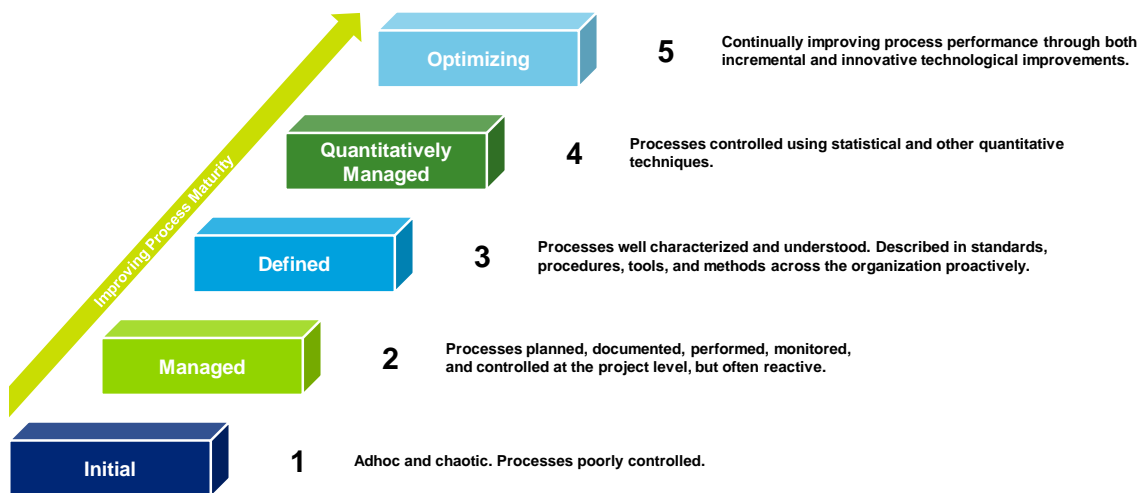
### **CMMI Compliance**

Our approach to quality is enhanced by principles from the Capability Maturity Model Integration (CMMI). This results in standard, disciplined, and consistent processes. These standard, consistent processes are repeatable and recognized on a global basis. This means our team “builds in” stability, which in turn lowers risk to DPW.

Capability Maturity Model Integration (CMMI) is a process improvement maturity model for development of products and services. It consists of industry leading practices that address development and maintenance activities that cover the product life cycle from initiation through deployment and maintenance. CMMI provides a structured view of process improvements across an origination. CMMI can help:

- Integrate traditionally separate organizations
- Set process improvement goals and priorities
- Provide guidance for quality processes
- Provide a yardstick for appraising current practices

There are five CMMI maturity levels (Initial, Managed, Defined, Quantitatively Managed and Optimizing) and each maturity level from CMMI level 2 to 5 includes specific process areas.



PA\_DPW-880

**Figure 6.2-49. CMMI Maturity Levels.**

Deloitte is currently at Level 3 of the CMMI process maturity, bringing that level of rigor in processes to DPW

Deloitte uses a wide set of aids and tools to help DPW jump start their efforts to refine and expand their processes. Deloitte assists the DPW projects to achieve the CMMI maturity level 5 using proven five-step approach to deploy modified process on the project. The initial steps involve performing the gap assessment to identify the process improvement opportunities (identifying the process and templates required for CMMI level 5), defining the baseline set of process, training the project personnel on these processes, monitoring the process compliance and subsequently facilitating CMMI Maturity Level 5 appraisal.

### Service Level Agreements

Deloitte has carefully assessed your project management requirements and has determined key areas that can be measured for the project. By working with the department we establish standards for measurement, and work to measure ongoing progress. We provide monthly detailed reports on the Service Level Agreements (SLA) in an electronic form.

---

While pursuing CMMI maturity level 5 compliance, Deloitte will share with DPW the refined processes for adoption on BIS.

---

Deloitte’s System Development practice, including the technical projects at the Public Center Development Center in Camp Hill, PA is appraised at CMMI “Level 3”, which indicates that the repeatable processes established in the Playbook methodology have been institutionalized within the firm’s organizational structure, promoting more consistent software development practices across firm projects. Level 3 CMMI requires continuous improvement through quarterly audits, non-conformance tracking, and resolution of audit findings.

These reports focus on performance against SLA's in the prior month, a trend analysis for SLA performance the previous three months and three quarters, and problems or risks that could lead to Deloitte not meeting a SLA.

The following provides a high level list of our measurements for this task

- Prepare and submit Monthly Reporting Package.
  - Timeliness of submission process
  - Timeliness of review, incorporation of CW feedback, resubmission
  - Completeness of reporting package
    - Total number of content omissions
    - Total number of content errors
- Quarterly Reporting Package.
  - Timeliness of submission process
  - Timeliness of review, incorporation of CW feedback, resubmission
  - Completeness of reporting package
    - Total number of content omissions
    - Total number of content errors

We provide supporting SLA documentation as required to the DPW Contract Administrator. DPW will have transparency into our SLAs; presently, as part of our monthly reporting, we provide information on the source data for the SLAs/SLOs that are being measured. Please refer to Tab 9 for SLA details.

## ***Develop and Implement Quality Assurance Procedures***

**IV**

Page  
IV-28

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Develop and implement quality assurance procedures throughout the organization

Deloitte's quality assurance approach begins with one mindset — to consistently meet or exceed the expectations of DPW for the project to develop and implement quality assurance procedures throughout the organization. Our attention to quality and providing high-quality results for our clients is evidenced by this RFP response, as well as the quality of our deliverables and work products from our previous successes in the Health and Human Services.

Key Quality Assurance Activities



PA\_DPW-1009

**Figure 6.2-50. Key Quality Assurance Activities.**

Our Key Quality Assurance Activities continually enhance overall product quality.



We understand that quality assurance is an ongoing process and must be built into each stage of the project. The purpose of the Quality Assurance (QA) is to outline a process that enables Deloitte to develop and implement stable, repeatable processes within an engagement. This process is designed to create a proactive means of quality when developing the project by focusing on the processes that govern its life cycle. DPW has requested a quality assurance plan that outlines how Deloitte performs quality assurance for the project's deliverables. DPW also seeks a set of standards against which the project deliverables are to be measured. These standards must be developed in cooperation with you and cooperatively implemented to achieve the quality desired by DPW. The section that follows explains our approach to quality assurance.

Elements of the CMMI, ITIL, IEEE and Project Management Book of Knowledge (PMBOK) standards are closely aligned with our Quality Assurance Plan to capture the QA steps that are used to establish, promote, and monitor both quality and performance throughout the project. This results in standard, disciplined, and consistent processes. These standard, consistent processes are repeatable and recognized on a global basis. This means our team "builds in" stability which, in turn, lowers risk to the department. The following figure highlights how our quality assurance plan fits into our overall project approach.

Deloitte understands that quality delivery is crucial to defining any initiative as a success. Projects implemented on time and with the estimated resources are still unsuccessful if the quality and usability of the application is not there. To that end, our technical team plays a key role in verifying the integrity and quality of the software we deploy.

Our approach to quality delivery is iterative in nature. Our foundation is built on industry leading practices and lessons learned in other engagements and our DPW experience. We leverage this experience with a broad understanding of DPW standards and policies to implement solutions that meet the forward thinking vision of the Department.

During the development life cycle, the Deloitte team works on several key Quality Assurance activities to enforce technical standards; meanwhile, monitoring our processes and standards for improvement opportunities. This review process, shown in Figure 6.2-51, feeds the further defining of our and DPW standards to continually improve our product. As development continues, the review process repeats for continued improvement.

In addition to leveraging industry leading practices, DPW standards and lessons learned, our team works with BIS to proactively verify the technical infrastructure supports planned application and business releases. As reflected in Figure 6.2-51, the following highlights some of the steps/processes we leverage to deliver a quality product. Many of these tasks are joint activities performed with BIS assistance.



PA\_DPW-957

**Figure 6.2-51. Quality Management Steps and Processes.**

Deloitte's approach to delivering a quality product to DPW.

Our Quality Management guiding principles provide guidance and direction to the entire engagement by identifying the responsibilities of the quality management group and providing the teams with guidance and direction for effectively supporting the quality management functions. Project quality management includes the processes required to help confirm that the project meets or exceeds the requisite tasks required by the project engagement. To effectively provide quality management activities the project teams perform:

Deloitte has submitted over 2,000 feasibility, SRD, and GSD artifacts during our current contracts for DPW Integrated Bundle and the PACSES project since 2006. All of those artifacts have been approved and accepted by the department.

- **Quality Planning.** Identifying which quality standards are relevant to the project and determining how to meet or exceed them.
- **Quality Assurance.** Evaluating overall project performance on a regular basis to provide confidence that the project is meeting or exceeding the relevant quality standards.
- **Quality Control.** Monitoring the specific project tasks, deliverables and work products to confirm whether they meet the established project criteria and to identify methods to correct unsatisfactory performance.



The following table highlights the Quality Reviews types that Deloitte includes in their reviews.

Review Type	Quality Assurance Process	Description
<b>Project Management</b>	Project Schedule Reviews	Reviews of project plans weekly with the work orders for compliance and quality.
	Project Estimation Peer Reviews	Review from technology and leadership on estimation of work orders and PCR's.
	Staffing Evaluations	Quarterly internal evaluation of staff for performance improvement.
	Customer Satisfaction Reviews	Specific customer satisfaction reviews (two per year) to evaluate overall client satisfaction with Deloitte.
	Post Implementation Review	Post production review of meeting business objectives and conducting outcomes review for the work orders.
	Services Quality Review	Deloitte outside independent partner to review the services quality of the team and client. To be done annually.
	Budget Reviews	Weekly review of budgets on the project to make sure we are on budget for projects.
<b>Software Development Life cycle</b>	Software Quality Reviews	Independent software quality reviews done by the internal architecture review board.
	Performance Testing Review	Shared services execution and review of software performance testing
	CMMI Compliance Reviews	CMMI assessment done twice per year on the project to identify areas of non-compliance.
	ITIL Compliance Reviews	ITIL assessment done twice per year on the project to identify areas of non-compliance.
	Phase Reviews	Phase gate review by quality assurance partner to make sure that we have met contract and quality objective of the work order.
	Code Review	Detailed code reviews with remediation steps
	Architecture Review Board	Conduct ARB meetings with DPW to review the architecture of work orders.
	Business Review Board	Support DPW in BRB reviews as necessary



Review Type	Quality Assurance Process	Description
Organizational	Quality Assurance Process	Deloitte will have a Quality Assurance Partner to assess the quality of delivery and relationships to DPW
	Internal Architecture Review Board	Conduct internal ARB to review the proposed architecture of system and applications.
	Methodology Training	Conduct CMMI and ITIL training to project staff

Figure 6.2-52. Quality Review Types and Activities in Support of DPW.

Deloitte monitors and controls the quality process through a number of built in processes within our software development and Project Management Methodology. Our methodologies and firm commitment to quality is the benchmark by which we measure our success with our clients.

### Monitor Work Loads and Inventories

<b>IV</b>	Page <b>IV-28</b>	RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management
-----------	----------------------	--

The selected Offeror's responsibilities include:

- Monitor work loads and inventories and manage throughput and maintain any backlogs at acceptable levels

Deloitte understands the importance of monitoring workloads and inventories to manage backlogs at acceptable levels. We use PMC as an automated approach to monitoring and managing resources and work load. PMC monitors workloads and inventories through:

- Resource management

### Resource Dashboard

Resource Name Δ	Open Tasks	Task Effort	Open Reqs	Open Pkgs
Cherie Groff	30	78.3	0	0
Dana Crowe	36	110.3	0	0
Doris Hartman	56	123.5	0	0
Jack Bajor	6	32	0	0
Lauren Hughes	12	24.9	0	0
Ryan McFadden	60	318.9	0	0
Scott Meckley	28	109	0	0
Vivek Dhuri	16	58	0	0

Showing 1 to 8 of 8 [Prev](#) [Next](#) [Maximize](#)

PA\_DPW-838

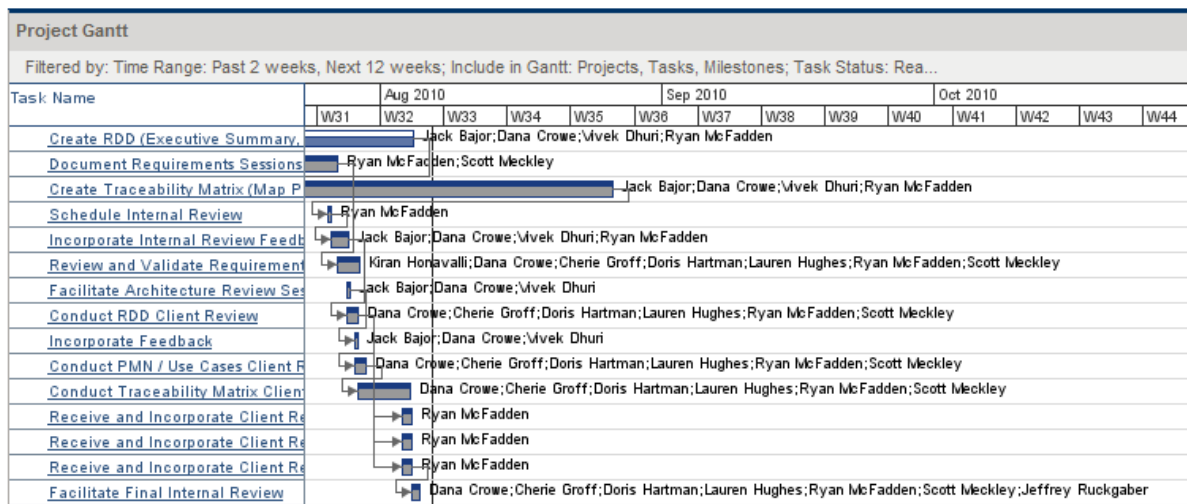
Figure 6.2-53. PMC Resource Dashboard.

Deloitte's sample resource dashboard used to monitor and track resource capacity and utilization.



- Work plan management

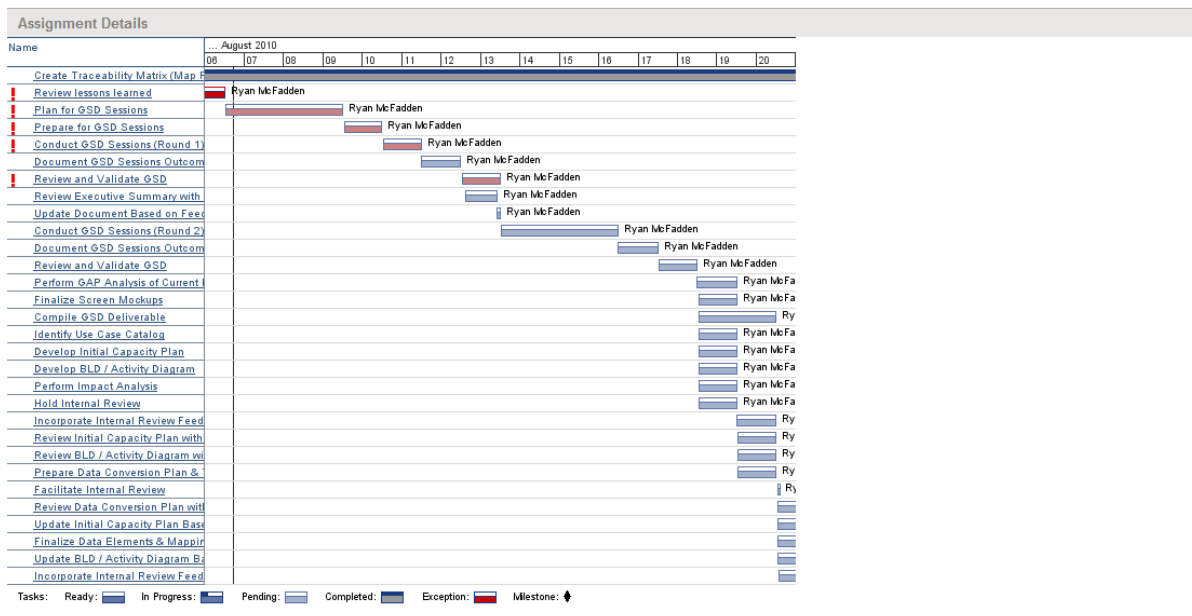
### Gantt Chart



PA\_DPW-816

**Figure 6.2-54. PMC Gantt Chart.**  
Deloitte's PMC tool sample depiction of a Gantt chart for work plans.

- Progress tracking



PA\_DPW-837

**Figure 6.2-55. PMC Milestone Tracking.**  
Deloitte's PMC tool depiction of milestone tracking within a work plan.

Resource pools across the systems teams (Lots) are automatically created in PMC when a work plan is uploaded. This resource pool maintains the users who are on the project and allows the project manager or initiative lead to select resources for tasks based on this pool. Resource pools provide a way to track future resource capacity, broken down by role. This lets the lead gain insight into resources and roles that are



available to apply to future work and avoid major backlogs. The resource pool also helps determine over allocations and the lead can then perform resource balancing by doing any of the following:

- Reassigning staffing assignments to other resources
- Adding resources to the resource pool
- Transferring resources to another resource pool
- Modifying a resource's level of participation across multiple resource pools

PMC provides resource dashboards that display capacity for a resource and their assignment details.

### ***Confirm Accuracy of All Reports***

<b>IV</b>	Page <b>IV-28</b>	RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management
-----------	----------------------	--

The selected Offeror's responsibilities include:

- Ensure the accuracy of all reports; this includes calculations and completeness of data used as input

Deloitte works with DPW to obtain accurate and complete project information as input for various project reports. This information is manipulated, fed into automated tools, and sometimes manually interpreted to produce reports. Where reporting calculations are use, Deloitte validates the results of those calculations for accuracy, even if the calculations are part of an automated tool.

Our experience and knowledge of DPW's business processes and systems, up-to-date project knowledge, and previous report results are also considered when confirming the accuracy of project information.

To the best of our ability, Deloitte confirms the accuracy of the reports prior to being distribution to the project team.

### ***Produce Ad hoc and On-Request Reports***

<b>IV</b>	Page <b>IV-28</b>	RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management
-----------	----------------------	--

The selected Offeror's responsibilities include:

- Ad hoc and on-request reports must be produced by the request date or as agreed upon through the work order or change management process

Deloitte strictly follows any deadlines or processes agreed upon through the work order or change management process. We are committed to meeting these deadlines and providing the requested reports in a timely manner. Deloitte has supported DPW in producing ad hoc and on-request reports on the PELICAN project to support State and Federal requirements through:

- Creating a repository of existing ad hoc report requests from the department



- This repository makes use of the PCR change control process to catalog ad hoc report requests made by the department
- Implementing an ad hoc reporting repository tool
  - The approach includes creation of an ad hoc reporting repository (e.g. Operational Data Store, ODS) and configuration of an ad hoc reporting tool (e.g. Cognos Report Studio)
  - The ad hoc reporting repository gets refreshed on a daily basis from the online application and department users (not end users) can use the report studio screens to create ad hoc queries based on their needs

## **Maintain System Documentation**

**IV**

Page  
**IV-28**

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Maintain up-to-date complete user and system documentation

Deloitte provides the required user and system documentation using the agreed upon project documentation standards and in line with the SDM process. User and system documentation is updated as necessary, on a periodic basis, to reflect the latest changes to the corresponding DPW systems.

All user documentation is subject to the same quality review and acceptance standards as any other project deliverables. Documentation is stored in the project's document solution and includes:

- Maintenance
- Modifications
- Operations

## **Maintain Personnel Staffing Levels**

**IV**

Page  
**IV-28**

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Maintain a level of personnel to adequately meet the Department's needs to properly operate, maintain, and modify (as requested by Department) the in-scope systems

Deloitte is committed to meeting on a regular basis to review existing staff assignments and upcoming staff activities to determine if there is a need to reallocate staff/workloads. We consistently monitor personnel levels to meet the Department's needs to properly operate, maintain, and modify the in-scope systems. The Deloitte team is in a distinct position because we are uniquely qualified to support the Commonwealth's systems and have an understanding of staffing levels needed to complete DPW requests.

Deloitte has a Resource Management Plan that establishes the process to manage and use project resources. This plan is used in conjunction with our estimation process and PMC tool that allows for:

- Resource-based work calendars
- Resource dashboard showing capacity, load, and assignments
- Resource capacity by groups and a breakdown to individual resources

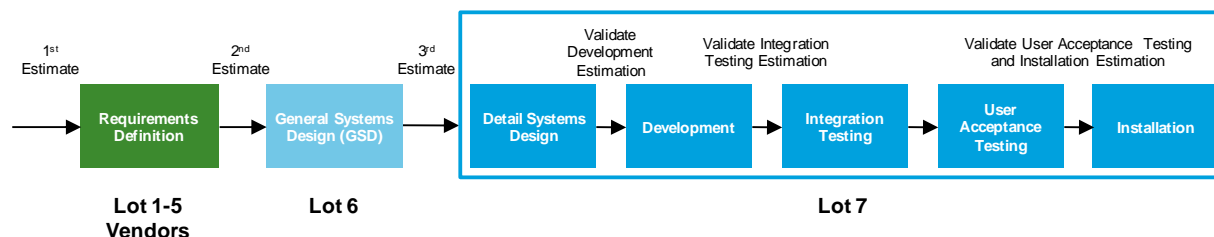
### ***Our Estimation Approach***

Our estimations are based off of the initial understanding of the work order, the documented requirements, and communication with both DPW and the Lot1-6 vendors to confirm proper understanding of the scope and work required to successfully deliver the initiative.

Deloitte utilizes our continuously refined estimation approach and tools to provide DPW with a flexible, reliable and transparent estimation process resulting in accurate estimates for the hours and completion date of Lot 6 tasks and responsibilities associated to the requested change(s).

### ***Estimation Methodology***

Based on DPW’s newly defined operating model, three point estimation methodology, depicted in the figure below, will be most suited to accommodate the multiple lot structure and estimation by SDLC phase for the associated vendors.



PA\_DPW-615\_2

**Figure 6.2-56. Three Point Estimation Methodology – Deloitte’s Approach.**

Based on DPW’s newly defined operating model, this estimation methodology will be most suited to accommodate the multiple lot structure and estimation by SDLC phase for the associated vendors.

In the Three Point Estimation Methodology the effort estimation process is performed at three distinct points in the SDLC. The first estimation is done before the Business Requirements Definition phase and includes the time estimation for the Business Requirements Definition phase only. This initial estimation will be performed by the Lot 1-5 vendors.

After client signoff is received for the Business Requirements Definition phase, the second estimation is performed for the GSD phase. This will be performed by the Lot 6 offeror.

The third effort estimation is done for the remaining five phases, the DSD phase, the Development phase, the Integration Testing phase, the User Acceptance Testing, and



the Installation phase. This is the responsibility of the Lot 7 vendor, which is completed based on a detailed analysis of the estimations and assumptions prepared by the Lot 1-6 vendors. After each phase is completed, the estimate for the immediate next phase is validated.

### ***Deloitte's Application Evaluator Tool (AET)***

To support a standard estimating methodology for each project, a standard template and an Application Evaluator Tool has been developed to estimate each phase of the SDLC process for a work order based on associated tasks and complexity level of the requirements and initiative objectives.

The figure below depicts a portion of the General System section of the AET, which calculates total estimated hours based on an assumed number of hours per task and complexity level. These assumptions are continuously updated to improve this estimation tool based on past experience with DPW modifications, providing estimations that evolve and remain aligned with the current business and technical environment in consideration.



Deloitte Consulting		Application Evaluator Tool		
General System Design				
	Deliverables and Work Products	Required?	Notes	
Meetings/Presentations	Number of GSD Sessions Required	•		
	Architecture Review Board (ARB-2)	Yes		
General System Design Documentation	Use Cases	•		
	Activity / Business Logic Diagrams	•		
	Report/Notice Mock Ups	•		
	Application Interfaces	•		
	Initial Capacity Plan	Yes		
	Initial Key Considerations	Yes		
	Conversion Plan	Yes		
	Traceability Matrix Updates	Yes		
	Software Implementation Planning	Yes		
	DSD Work Plan	Yes		
	Deliverable Walkthrough	Yes		
Screenshot Details	Simple	•		
	Complex	•		
Logical Data Model	New Tables	•		
	Altered Tables	•		
Other	ALM Updates	Yes		
	Prototype development	•		
GSD Phase Assumptions				
General System Design		Hours		Totals
	Number of GSD Sessions Required	X	Hours per session for prep and follow-up	0
	Architecture Review Board	X	Hours to Prepare Presentation and Meeting	0
	Use Cases	X	Hours per Use Case	0
	Activity / Business Logic Diagrams	X	Hours per Activity Diagram / BLD	0
	Report/Notice Mock Ups	X	Hours per report mock up	0
	Application Interfaces	X	Hours per interface	0
	Initial Capacity Plan	X	Hours for research and compilation	0
	Initial Key Considerations	X	Hours for research and compilation	0
	Conversion Plan	X	Hours for research and follow up	0
	Traceability Matrix Updates	X	Hours for follow up and updates	0
	Software Implementation Planning	X	Hours to prepare	0
	DSD Work Plan	X	Hours for research and compilation	0
	Screenshot Details - Simple	X	Hours per simple screen	0
	Screenshot Details - Complex	X	Hours per complex screen	0
	New Tables	X	Hours per table	0
	Altered Tables	X	Hours per table	0
	Deliverable Walkthrough	X	Hours for prep and follow-up	0
	Internal Deliverable Review Cycle	X	Hours for review and updates	0
	ALM Updates	X	Hours for research and compilation	0
	Prototype development	X	Hours for review and updates	0
	Subsystem Documentation - Simple	X	Hours per simple subsystem document	0
	Subsystem Documentation - Complex	X	Hours per complex subsystem document	0
			<b>Total Hrs for GSD</b>	<b>0</b>

PA\_DPW-1273

Figure 6.2-57. Deloitte's . Deloitte's Application Evaluator Tool (AET) for Estimation for Feasibility through GSD Activities.

We will leverage our AET tool for Feasibility, System Requirements and General System Design estimation, which is continually revised based on project experience and tracking against actual effort.



## Recommend Improvements

<b>IV</b>	Page <b>IV-29</b>	RFP Reference: <b>b. Offeror Responsibilities: Contract Management and Project Management</b>
-----------	----------------------	---

The selected Offeror's responsibilities include:

- Make recommendations on any area in which the selected Offeror thinks improvements can or should be made. Examples would be suggestions that would improve the efficiency of the system or making the system more user friendly

We understand the need for the constant improvement and continuous feedback. As consultants, we feel it is our duty to provide you with suggestions for improvements across your business and technology domains – to your systems, business processes, management policies, etc. Throughout the course of the current Integrated Solutions and PACSES contracts we have frequently provided you with suggestions for improvements, many of which we feel provided real business value to the Department. Below are some suggestions for improvements that we could further help you analyze and possibly implement, as your Lot 6 offeror.

Project Area	Recommended Improvement	Benefits
<b>Systems</b>		
<b>HCSIS</b>	<p>HCSIS could better assist users in tracking processes that need to be completed inside and outside of the system. For example, SCs could have the ability to track the following information:</p> <ul style="list-style-type: none"> <li>• Plan status and upcoming renewals</li> <li>• Incident status and incident pending review</li> <li>• Annual SC monitoring</li> <li>• Timelines for documents and reviews</li> <li>• Documentation for individuals with Intent to Enroll</li> </ul>	<ul style="list-style-type: none"> <li>• Centralized place to access critical information</li> <li>• Quickly identify the most critical tasks, such as Plans that need to be renewed and incidents that needs to be reviewed</li> <li>• Aggregation of the most critical data in the system</li> <li>• Assist with ongoing tasks and deadlines</li> <li>• Sortable, filterable, and exportable data</li> </ul>
<b>HCSIS</b>	<p>HCSIS could improve SC experience and decrease the amount of time to identify lack of payment to SC Entities by enhancing TSM Functionality. The following is a list of potential enhancements to TSM:</p> <ul style="list-style-type: none"> <li>• Create TSM Dashboard</li> <li>• Enhance 837 Creation for Service Location and SC Profile</li> <li>• Improved Service Notes Extract</li> </ul>	<ul style="list-style-type: none"> <li>• Decrease the amount of time it take to identify payment issues</li> <li>• Reduce the number of times claims need to be reprocessed by HCSIS and PROMISE</li> <li>• Increase user insight into the payment process</li> <li>• Provide users with the capability to analyze data</li> </ul>





Project Area	Recommended Improvement	Benefits
<b>Pelican</b>	Evaluate use of Pearson reporting features and parent/teacher tools usage to determine if it is worth the licensing costs to continue using this COTS product. If not, recommendation would be to build into PELICAN ELN the outcomes assessment data capture thereby eliminating the manual intervention needed to support the ongoing interface between ELN and Pearson. Simplify the user experience through a single logon and with consolidated system support and training.	<ul style="list-style-type: none"> <li>• Reduce licensing fees</li> <li>• Discard manual intervention need to support ELN and Pearson interface</li> <li>• Single Sign-in</li> <li>• Opportunity to improve outcomes assessment data capture</li> </ul>
<b>PACSES</b>	Giant Activity Matrix – Migrate the GAM from a proprietary home grown rules engine to implement Corticon, a COTS solution. Corticon and similar tools are designed to provide a higher degree of componentization, re-use, and less custom coding with a higher degree of configuration for business rules.	<ul style="list-style-type: none"> <li>• Lower maintenance and testing costs when making a GAM change</li> <li>• Faster business rule changes</li> <li>• Ability to integrate with Open System applications if PACSES is moved to the Open System</li> </ul>
<b>PACSES</b>	Support Layer – Begin the migration from the proprietary software of the support layer. Design and develop migration strategies to support the incremental renewal of PACSES.	<ul style="list-style-type: none"> <li>• Lower maintenance and testing costs when making a Support Layer change</li> <li>• Ability to integrate with Open System applications if PACSES is moved to the Open System</li> <li>• Increased opportunity to access Mainframe data real-time</li> </ul>
<b>Operations</b>		
<b>Tools</b>	Increase the use of Web-based project management and other collaboration tools such as the SDLC Tools, Project Management Center (PMC) and Microsoft Sharepoint.	<ul style="list-style-type: none"> <li>• Easier access to project status information and other key data to be shared across project participants</li> <li>• Ability to more easily customize views and reports to address specific stakeholder needs (as defined in the Communication Plan)</li> <li>• Ability to share templates and other project artifacts across teams</li> </ul>
<b>Program Related Documents</b>	Increase the use of electronic documents for DPW correspondence with members, Commonwealth constituents, and business partners. For example, provide a portal capability for DPW clients to access documents related to their cases via the web.	<ul style="list-style-type: none"> <li>• Reduce the amount of paper being printed and distributed.</li> <li>• Reduce the cost of mailing hard-copy documents.</li> </ul>



Project Area	Recommended Improvement	Benefits
<b>Worker Productivity</b>	Increase the use of electronic workflow within the DPW systems to decrease the amount of time between decision points for particular program actions as well as reduce the use and size of paper files. Also look at other social media trends to provide business improvements – e.g., instant messaging, wikis.	<ul style="list-style-type: none"> <li>• Reduce processing time both inside and outside the corresponding system(s).</li> <li>• Reduce mailing and filing costs for hard-copy documents</li> <li>• Increase the business throughput in the program areas based on the reduced time needed to complete a particular action.</li> <li>• Increase access to information and specifically to status information for a particular program area action.</li> </ul>
<b>Process</b>		
<b>PMO</b>	Establish a CMMI Level 5 Program Management Office (PMO) to oversee work orders/projects and the interaction and level of cooperation across the Lot vendors.	<ul style="list-style-type: none"> <li>• Increase the ability for DPW to verify that Lot vendors are providing the necessary level of cooperation to deliver DPW requirements in a productive manner.</li> <li>• Realize the qualitative benefits offered by proven, quality centric management structures and processes.</li> <li>• Increase the visibility of the DPW PMO with peer agencies in the Commonwealth and other states.</li> <li>• Establish project and program management procedures and principles that can be applied to other DPW program areas and management needs.</li> </ul>
<b>SDM</b>	Add industry-leading practices to the scope of the DPW Software Development Methodology, such as the latest team development and quality practices.	<ul style="list-style-type: none"> <li>• Incorporate the productivity benefits of Rapid Application Development, SCRUM, and other development techniques into the methodology.</li> <li>• Improve the flexibility of the methodology to address emerging small- and large-system development needs.</li> <li>• Provide opportunities for Commonwealth staff to learn and practice emerging industry standard processes for system development.</li> </ul>

**Figure 6.2-58. Improvement Suggestions.**

Sample recommended improvements for multiple project and system domains. These suggestions are a representative sample of the type of improvement recommendations that Deloitte has made and will continue to make as the Lot 6 offeror.



## ***Resend Lost, Missing or Invalid Data Files***

**IV**

Page  
**IV-29**

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Comply with Department requests for resends of lost, missing, or invalid data files

Deloitte retains backups of deliverables, artifacts, and files submitted to DPW. Where files are generated from raw data, Deloitte is able to reproduce the files by re-executing the necessary procedure; in some instances this may also require restoring data from a back-up.

Deloitte works with DPW to replace lost or missing files originally provided by Deloitte within an agreed upon reasonable time frame. In the case of invalid data files, we work with DPW to resolve validity errors and reproduce the file.

As a preventative measure, Deloitte works with the DPW governance team to identify/define the appropriate processes for file submission, methods for acknowledging handshakes, and proper storage repositories with sufficient back-up. Defining preventative measures up-front reduces the possibility of lost and missing files.

## ***Participation in Discussions to Resolve Data Issues***

**IV**

Page  
**IV-29**

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Participate in both scheduled and ad hoc discussions to resolve data issues and discrepancies

Deloitte actively participates in DPW's scheduled and ad hoc discussions to resolve data issues and data discrepancies. Our proficient knowledge of DPW systems is beneficial to quickly resolving data issues with minimum impact to DPW systems, therefore reducing the possibility of integration issues that can result from data fixes.

## Manage Assigned Action Items

IV

Page  
IV-29

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Prepare explanations and materials for discussion as related to action items assigned to the selected Offeror(s)

Deloitte project management utilizes PMC for management of action items. Action items are used to document an item that needs to be carried out. PMC users can add and assign action items to resources on the project. Workflow-enabled tracking and history of action items through PMC allow the initiative lead to monitor and manage action items to completion. Email notifications are sent to the assigned stakeholder when an action item is opened or when an action item is closed.

### Action Items

Request Search Results								
No	Priority	Status	Assigned To	Due Date Δ	Description	Created By	Created On	
<input type="checkbox"/>	34195	1-Critical	New	Kiran Honavalli	August 20, 2010	Professional Insurance - Requirements	Benjamin Paul Karchner	August 5, 2010
<input type="checkbox"/>	34194	3-Medium	New	Kiran Honavalli	August 25, 2010	Type Drop-Down List	Benjamin Paul Karchner	August 5, 2010
<input type="checkbox"/>	34197	3-Medium	New	Kiran Honavalli	August 25, 2010	IVR Last Login	Benjamin Paul Karchner	August 5, 2010
<input type="checkbox"/>	34196	1-Critical	New	Kiran Honavalli	August 26, 2010	Documenting JBOSS Installation	Benjamin Paul Karchner	August 5, 2010
<input type="checkbox"/>	34193	4-Low	New	Benjamin Paul Karchner	August 27, 2010	DBTP Analysis	Benjamin Paul Karchner	August 5, 2010
<input type="checkbox"/>	34190	2-High	New	Benjamin Paul Karchner	September 21, 2010	Updates to Debt Type Consolidation Spreadsheet	Benjamin Paul Karchner	August 5, 2010
<input type="checkbox"/>	34192	1-Critical	New	Benjamin Paul Karchner	September 27, 2010	New Drill Functionality from OBLE	Benjamin Paul Karchner	August 5, 2010
<input type="checkbox"/>	34191	3-Medium	New	Benjamin Paul Karchner	September 30, 2010	Active Family/Spousal Debts to be Retired	Benjamin Paul Karchner	August 5, 2010

PA\_DPW-792

**Figure 6.2-59. Action Items.**

Action Items can be monitored and tracked to closure in PMC.

The Action Item Manager dashboard in PMC displays the Action Item information including items such as Open Action Item Summary, Status, and Past Due Action Items. Deloitte creates Action Item reports through PMC to facilitate discussion and explanations related to assigned Action Items with DPW. An Action Item report can be used to:

- Extract detailed information related to action items for a specific work order/initiative
- Support additional analysis, filtering, and sorting in Excel
- View large lists of action items at once
- Supplement action item discussions between Deloitte and DPW



## Action Item Details

**Action Item - #34196**

Description: Documenting JBOSS installation  
Request Status: New ([View Full Status Below](#))

**Available Actions**

New Action Item

[Start Action Item](#) [Cancel Request](#)

[Make a Copy](#)

[Expand All](#) [Collapse All](#) [Save](#)

**Header**

**Summary** [?]

No.: 34196 Status: New  
Project: DPW IT Support Services  
Created By: Benjamin Paul Karchner Created On: August 5, 2010 \*Assigned To: Kiran Honavalli [?]  
Priority: 1-Critical  
\*Description: Documenting JBOSS installation  
Request Type: Action Item Workflow: Action Item

**Details**

**Details** [?]

\*Identified On: August 5, 2010 [?] \*Due Date: August 26, 2010 [?]  
Source: [?]  
\*Detailed Description: To support the installation of JBOSS on higher environment servers and for disaster recovery, we need the technical services team to document installation steps of this software in support of the PACSES real time interface.  
Release: [?] Team: [?]  
Phase: [?] Thread: [?]  
Stakeholder(s): [?]  
Action Taken:

**Notes**

Notes to be added on save:  
[?]

**Status**

**References** 1 Reference Exists

[Make a Copy](#) [Save](#)

PA\_DPW-793

**Figure 6.2-60. Action Item Details.**  
A detailed view of an action item assigned to a particular stakeholder.

## Follow-Up on Issues and Assignments

IV

Page  
IV-29

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Follow-up in a timely manner on outstanding issues and assignments

The Deloitte management team uses the functions of PMC to follow up on outstanding issues, risks, and assignments. PMC provides:

- Overall project dashboard with Action items/issues/risks assigned to user
- Project-specific exceptions (e.g., late tasks, issue count)
- Issue and risk manager dashboard
- Escalation process when an item needs more attention
- Email notification is sent out to the involved stakeholder when a request type (issue/risk/change request) is assigned to someone or when a request type is closed

In addition to monitoring these reports in PMC, the Deloitte management team meets weekly to review and follow-up on outstanding issues and assignments.

This dashboard provides risk activity, open risk summary, risk priority by status matrix, risks by status, risks by priority, risk aging by priority, past due risks, and risk details.

These monitoring portals enable Deloitte to follow-up on any outstanding issues, risks, and assignments.

## Retention of Logs and Data Files

IV

Page  
IV-29

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Retain logs and data files as defined by Commonwealth retention and retrieval standards

We follow DPW and Commonwealth established guidelines for logging and retention of log files that also meet the applicable legal/regulatory requirements such as HIPAA and IRS 1075. We assist DPW to configure integrate the application audit log files into DPW's Systems Information and Event Monitoring product, RSA enVision, to support DPW maintain compliance to legal/regulatory compliance.

Development and project activities are performed only on the Commonwealth provided systems. Client sensitive information is stored, accessed and processed only from the Commonwealth systems. Deloitte has a strict policy to restrict storage of client sensitive data on Deloitte provided systems/laptops.



## ***Personal Identification Information/Personal Health Information (PII/PHI) Compliance***

**IV**

Page  
IV-29

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Implement policies and procedures required to ensure the in-scope applications are Personal Identification Information/Personal Health Information (PII/PHI) compliant

Deloitte recognizes the importance of maintaining compliance with Federal and State legal/regulatory security and privacy requirements for protection PII and PHI data. Deloitte helps DPW, from Day One of this project, to help address and maintain compliance to the appropriate security and privacy requirements.

Having the position of assisting DPW to establish policies and procedures relating to protection of PII/PHI data, we leverage the appropriate requirements to help DPW identify, assess, mitigate and maintain the compliance posture of in-scope applications. Deloitte is ready to "hit the ground running" on Day One.

These established requirements also transcend beyond defining technical compliance requirements for applications and currently serve as a foundation in the PHI/PII training provided, as part of project's user on-boarding process.

### ***Respond to Monitoring Reports***

**IV**

Page  
IV-29

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Respond to the Department's monitoring reports with necessary corrective action plans within thirty (30) days

Deloitte has reviewed the Department Guideline GDL-EPPMO24, Process for Corrective Action Plan (CAP) to Address Contract Requirements Deficiencies, attached to the RFP as Appendix Y. We understand the Department's objectives for a CAP to define the process for the Commonwealth to request a correction by the contractor to deficiencies in meeting the formally stated contract deficiencies. We also understand that the CAP would not be used as a means to document feedback from the deliverable review process. The following table defines the steps listed in the CAP process document and our understanding of our responsibilities for complying with each step:





**Appendix Y – GDL-EPPM024 – Process for Corrective Action Plan (CAP) to Address Contract Requirements Deficiencies**

<b>Process Step</b>	<b>Department’s Responsibilities</b>	<b>Deloitte’s Responsibilities</b>
<b>Step 1: Initiate</b>	<p>Prepare written notification to the contractor of the need for a CAP. Notification will include:</p> <ul style="list-style-type: none"> <li>• Statement of non-conformance</li> <li>• Supporting facts/causal factors</li> <li>• Reference to contract provisions</li> <li>• Reference to project related documents</li> <li>• Reference to the CAP process document</li> <li>• Due date</li> </ul>	<p>Receive the notification</p>
<b>Step 2: Develop</b>	<p>Receive the CAP Response</p>	<p>Prepare a response and submit to the Department by the due date in the notification. The response must include:</p> <ul style="list-style-type: none"> <li>• Executive Summary</li> <li>• Corrective Action Plan</li> </ul>
<b>Step 3: Accept/Reject</b>	<p>Review the CAP and provide a response in writing that indicates:</p> <ul style="list-style-type: none"> <li>• Acceptance</li> <li>• Provisional Acceptance</li> <li>• Rejection</li> </ul> <p>If the response is either provisional acceptance or rejection the Department will state the reason and the next step</p>	<p>Receive the response and if necessary provide a revised CAP response</p>
<b>Step 4: Execute</b>	<p>Receive the updates</p>	<ul style="list-style-type: none"> <li>• Complete and implement the defined correction actions</li> <li>• Track and communicate to the Department the implementation and completion status</li> </ul>
<b>Step 5: Close Out</b>	<ul style="list-style-type: none"> <li>• Evaluate the outcome of each corrective action to determine if the outcome is acceptable or unacceptable.</li> <li>• Review the effectiveness of the overall CAP</li> <li>• Establish on-going post implementation effectiveness monitoring if needed.</li> <li>• Establish preventive actions</li> <li>• Complete a Close Out Report</li> </ul>	<p>Work with the Department to complete the activities in the process step.</p>

**Figure 6.2-61. DPW’s CAP Process.**



The following table outlines the information to be included in the Corrective Action Plan.

Correction Action Plan – Response									
Executive Summary									
<ul style="list-style-type: none"> <li>• High level assessment of the non-conformance problem/deficiency</li> <li>• Synopsis of correction actions to be taken</li> <li>• Outline of the overall process for executing and completing the CAP</li> <li>• Planned CAP completion date</li> <li>• Commitment to the correction action</li> </ul>									
Corrective Action Plan (CAP) Template									
#	Deficiency Description	Actions to be Taken	Indicator the Deficiency is resolved	Status Tracking and	Resources	Lead	Planned Completion Date	Actual Complete Date	Completion Confirmed Review Date

Figure 6.2-62. DPW’s template for CAP.

We work closely with DPW to adhere to your established DPW CAP timeframes.

### Respond to and Correct Issues

<b>IV</b>	Page IV-29	RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management
-----------	---------------	--

The selected Offeror’s responsibilities include:

- The selected Offeror(s) must be able to respond to and correct issues that have the potential to cause harm or undue financial burden in a timely manner

Deloitte Issue management process described in section *Risk/Issue Management Control* defines the processes, procedures, and meetings required for identifying and resolving project issues in a timely manner. Issue management is key to removing potential roadblocks from a project. Early issue detection and resolution is an effective strategy to decrease harm and undue financial burden.

Deloitte proactively seeks out issues and respond promptly to maintain the projects schedule and budget. Our issues resolution process includes collaboration with DPW and other Vendor staff to assist in prioritization, review, and resolution.

Weekly team meetings and project status meetings are used to address project issues and emergency meetings are called for issues that require immediate response and resolution.



## Maintain Financial Records

IV

Page  
IV-29

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Maintain accounting and other records related to all aspects of the work performed under this contract and make available to Commonwealth as required

Deloitte maintains project and contract financial and other records related to the work being performed under the DPW contract. This information is available to the Commonwealth upon request. An example and description of the finance records we keep are in the section *Work Order Completion*.

Since financial records are sensitive in nature they are maintained in secured project areas that enables quick access by authorized personnel. In addition to the actual financial records, the project controller is experience in producing financial management reports. These reports in combination with the proposed PMC tool reporting capability, enables us to provide timely information to the Commonwealth.

## Provide High-Level Estimates and Impact Analysis

IV

Page  
IV-29

RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management

The selected Offeror's responsibilities include:

- Provide high-level estimates of schedule and level of effort for potential changes and enhancements at no additional cost

Deloitte's project management team is responsible for providing resource and level of effort estimates. This is essential to the overall success of DPW because our estimates are used to plan work orders and develop work plans. We continue to use our detailed estimation process that has been refined throughout our relationship with DPW. The resource estimation tool allows us to predict within a very close range the expected level of effort for phases of an initiative based on individual requirement complexity.

We have developed and refined our estimation tool that assists us with determining estimation for the number of hours and cost it takes to complete a particular change or enhancement. We develop these estimates with visibility and transparency by providing DPW access to review them throughout the generation process. These estimations are done at no charge and are not rolled into future work orders or contract change orders.

Once HLEs have been approved, updated Work Orders need to be prepared and submitted by each of the Lot vendors. This is an ongoing process, as it requires the completion of the previous vendor's activities before the subsequent phase can be accurately estimated. As the Lot 6 offeror, we play an important role in the overall HLE being completed as we develop the General System design based on the business requirements developed by Lots 1-5. We provide Lot 7 vendor with our feasibility, system requirements and General System design who then conducts a detailed



analysis of the finalized GSD documentation before revisiting the estimation process and submitting an updated Work Order.

### ***Deloitte's Application Evaluator Tool (AET)***

To support a standard estimating methodology for each project, a standard template and an Application Evaluator Tool has been developed to estimate each phase of the SDLC process for a work order based on associated tasks and complexity level of the requirements and initiative objectives.

Deloitte continues to leverage this tool to aid in accurate estimation of the required General System Design for the requested modification or enhancement initiative.

### ***Support Audits***

<b>IV</b>	Page <b>IV-29</b>	RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management
-----------	----------------------	--

The selected Offeror's responsibilities include:

- Support all audits, as required

In our role as the incumbent Contractor, we provided DPW with requested audit support. We continue to provide support going forward and understand such audit support is consistent with the RFP requirements and our response. Deloitte also acknowledges and confirms that 609 Audits are not included in our response to this RFP as per Addendum 4, Question 8 response.

### ***Support Lawsuits***

<b>IV</b>	Page <b>IV-29</b>	RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management
-----------	----------------------	--

The selected Offeror's responsibilities include:

- Support lawsuits as directed by the Department

If directed by the Department, Deloitte agrees to support lawsuits related to the work we perform for Lot 6.

### ***Complete Requests for Information, Reports and/or Queries***

<b>IV</b>	Page <b>IV-29</b>	RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management
-----------	----------------------	--

The selected Offeror's responsibilities include:

- Complete requests for information, reports, and/or queries in a timely manner.

Deloitte agrees to complete the requests for information, reports, and/or queries in a timely manner based on mutual agreement on approach and schedules. Our understanding of DPW and the current systems allows us to provide the quickest turnaround time for responding to these requests.



To monitor these information requests to completion they can be documented using the projects Action Item process and repository of PMC. This process subjects these requests to weekly reviews, enabling tracking of the request through resolution.

### **Provide and Update Organization Charts**

<b>IV</b>	Page <b>IV-29</b>	RFP Reference: b. Offeror Responsibilities: Contract Management and Project Management
-----------	----------------------	--

The selected Offeror's responsibilities include:

- Provide and update as needed organizational charts identifying key personnel and staffing levels for each unit to the Department on a monthly basis

Deloitte provides and updates project Organization Charts that identifies key personnel and staffing levels for each project team. The charts are updated on a monthly basis to reflect resource and organizational structure changes. The charts are submitted to DPW as well as each version maintained in the project's selected document repository providing the team members with direct access to the latest version of the charts.

### **B. Work Order Completion Summary Report Requirements**

<b>IV</b>	Page <b>IV-29</b>	RFP Reference: B. Work Order Completion Summary Report Requirements
-----------	----------------------	---

Upon the completion of a work order and closure of warranty period (if applicable), the Offeror must submit the following three articles as one package to the DPW Contract Administrator: 1) Work Order Completion Letter, 2) Variance Summary Report, and 3) Final copy of work order and detailed cost sheet. The Work Order Completion Letter will outline the work order number, name, and state the completion of the work, completion date, contract number, and a brief summary of all the deliverables and outcomes. The Variance Summary Report and final copy of the work order with associated detailed cost sheet will be attached as appendices and referenced in the formal completion letter. The Variance Summary Report will contain but is not limited to, the following elements: Contractor Name, Contract Number, Date of Submission, Funding Year, Work Order Number, Work Order Name and a detailed summary of each deliverable that outlines at a minimum the following information per deliverable: a) Deliverable Name, b) Role(s), c) Role Hourly Rate, d) Estimated Hours/Role, e) Actual Hours/Role, f) Estimated Costs/Role, e) Actual Costs/Role, f) total costs and hours/deliverable, g) variances for both cost and hours/role and overall. Please reference Figure 6.2:

Deloitte understands that we are required to provide a completion letter package to the Department. The figure below outlines the components of the completion letter package.

**RFP reference: IV-6. GENERAL REQUIREMENTS FOR ALL LOTS, B. Work Order Completion Summary Report Requirements, Page IV-29**

Requirement	Our Understanding
1. Work Order Completion Letter	<p>Deloitte understands that the Work Order Completion Letter includes:</p> <ul style="list-style-type: none"> <li>• Work Order Number and Name</li> <li>• Statement of completion</li> <li>• Completion date</li> <li>• Contract number</li> <li>• Brief Summary of deliverable and Outcomes</li> <li>• Reference to the attachments: Variance Summary Report, Final Copy of the Work Order, and the Detailed Cost Sheet</li> </ul>

**RFP reference: IV-6. GENERAL REQUIREMENTS FOR ALL LOTS, B. Work Order Completion Summary Report Requirements, Page IV-29**

2. Variance Summary Report      Deloitte understands that the Variance Summary Report includes:
- Contractor Name, Contract Number
  - Date of Submission, Funding Year
  - Work Order Number and Name
  - Deliverable Name, Roles, Role Hour Rate
  - Estimated Hours/Role
  - Actual Hours/Role
  - Estimated Cost/Role
  - Actual Costs/Role
  - Total Costs and Hours/Deliverable
  - Variances for Cost, Hours, and Overall
- 
3. Final Copy of the Work Order and Detailed Cost Sheet      Deloitte understands that we are required to include a final copy of the work order and a detailed cost sheet;

**Figure 6.2-63. Deloitte’s Approach to meeting DPW’s Work Order Completion Requirements.**

In addition to the required information Deloitte continues to provide business outcomes, lessons learned and costs. This provides DPW with a complete package that summarizes the initiative.

Lessons Learned	
Description	Improve / Sustain
1) The integration testing environment needs to be closely aligned to production to avoid testing application functionality only in higher environments.	Sustain
2) Automated application testing was done after every migration to higher environment using Quick Test Pro.	Sustain
3) All the infrastructure support teams should continue to be available on the first day the application will be exercised in production.	Sustain
4) Automation of USEC Policy implementation during migration across various environments	Improve
5) Appropriate Stakeholder participation is required and highly recommended during SAT Scenario writing and testing periods	Improve
6) Identify and manage the end user desktop requirements, including procedures for updating PCs disconnected from the network and the version of Adobe Reader required	Improve

PCR Summary		
	Identified in UAT	Identified in Production (First 3 months)
Defects	107	50
Enhancements / Missed Requirements	43	100



5

PA\_DPW-864\_2

**Figure 6.2-64. Deloitte’s Sample Work Order Business Outcomes Document.**



- **Summary of Initiative:** LIHEAP (Low Income Home Energy Assistance Program) is a federally funded program designed to assist the low-income households who seek assistance for their home energy needs. Cash and Crisis benefits are available under this program. Cash benefits are available for low income households to apply towards their home heating costs. Crisis benefits are available for clients who have an emergency situation and are at risk of losing their home heating. This program is administered by the Department of Public Welfare (DPW) typically during the months of November through April of each year. The current stand-alone LIHEAP system is utilized by CAO and head-quarter staff to collect, track and manage information related to LIHEAP program.
- **Project:** LIHEAP/eCIS Integration
- **Impacted Stakeholders:** OIM-DAPS, OIM-Operations, OIM-Policy, OIM-BPE, OIM-BPS, BIS-DEA, BIS-DTE, BIS-DIMO, PHHS-Comptrollers, Treasury, DGS
- **Status:** Completed
- **Prior Business Practice:** Currently, clients can apply for energy-assistance benefits using paper application forms, bar-coded & web applications. The applications are processed by the CAO staff, which determine eligibility manually, calculate the benefit amount and then enter it into the system. This information is then sent to Treasury, so that payments can be made directly to the energy providers or to clients. Approval and rejection notices are generated throughout this process so that clients and vendors are informed of the application/payment status.
- **Modified / New Business Practice:** The business process has been refined to reduce hand-offs between CAO staff. A new Case Processing subsystem established within eCIS automates tasks related to eligibility determination, benefit calculation & notice generation. This function is performed by EAW/IMCW staff. A new Financial Management module is used to setup and maintain appropriations and accounts associated with benefit payments. Also, various eCIS subsystems (WebAP, Master Client Index (MCI), Workload Dashboard (WLD), Data Exchanges (DX), and Imaging) are leveraged to enhance office efficiencies and also reduce potential fraud. All vendor and client correspondence are done through a new mailing vendor resulting in significant cost-savings, enhanced data security and condensed correspondence process.
- **Value Add:**
  - Decommissions the legacy LIHEAP system, including the SQL Server Database
  - Automates eligibility determination and benefit calculation resulting in accurate benefit determination for LIHEAP clients
  - Automates generation of the Pending Verification checklist to the client and retains this information online for CAOs
  - Establishes the foundation for a single system for the CAOs for future case management activities (Food Stamps, Cash, MA)
  - Integrates providers into the Department's Master Provider Index
  - Utilizes data matching with SSA to improve the accuracy of the SSNs collected
  - Utilizes GIS technology to improve the quality of the addresses collected and used for mailings


6


PA\_DPW-865\_2

Figure 6.2-65. Deloitte's Sample Work Order Business Outcomes Document.

## C. Equipment and Facilities

IV	Page IV-30	RFP Reference: C. Equipment and Facilities
----	---------------	--

It is expected the selected Offeror(s) will be responsible for providing the facilities and equipment for all proposed resources.

In 2006, Deloitte established a facility in Camp Hill, our **Public Sector Delivery Center** (PSCD) that is 4.83 miles from the DGS Annex located at 2101 North Cameron Street, 5.2 miles to the Willow Oak Building and 3.5 miles to Health and Welfare building. Our facility is 72,534 sq feet with 54 offices, 15 training and conference rooms, as well as 4 break rooms. Deloitte proposes to support the project from our Center and would include in-scope systems. For the PACSES project, we reserve the right to move from Vartan to the Public Sector Delivery Center. Our Camp Hill facility already includes an established data communication service with the Willow Oak site thereby enabling us to be operational Day One. In addition, our facility includes the work spaces, offices, meeting rooms, phones, fax machines, copiers, parking, and security needed to support the work outlined in our proposal.





**Figure 6.2-66. Deloitte's Public Sector Delivery Center.**  
Deloitte's established Public Sector Delivery Center in Camp Hill currently supporting DPW projects

Based on our evaluation of the facility requirements we are confident that our already established facility at 300 Corporate Center, Camp Hill, PA 17011-1762 adequately meets the needs for the work defined in this proposal. Deloitte continues to lease and equip this site according to the following facility and equipment requirements stated in the RFP. Our proposed approach minimizes transition risk and enables our joint team to engage on productive activities from the first day of the contract.

Further, since the data telecommunication service is already in place between our Camp Hill facility and Willow Oak, DPW will realize both significant savings in both cost and time. Another vendor would require an average of about 60 days to setup the connection. Costs that are saved by the Commonwealth with Deloitte as the business partner include costs for: internal wiring in the facility, network switches, establishing the connection, etc.



PA\_DPW-1316

**Figure 6.2-67. Deloitte's Public Sector Delivery Center.**  
Deloitte established training rooms within the Public Sector Delivery Center.



PA\_DPW-1317

**Figure 6.2-68. Deloitte's Public Sector Delivery Center.**  
Deloitte established work facilities currently supporting DPW projects

The following table describes our understanding of the Commonwealth's Responsibilities.

RFP Requirement	
RFP Reference: a. Commonwealth Responsibilities: Equipment, Page IV-30	Our Understanding and Approach to Meeting RFP Requirements
<p>Deloitte understands that the Commonwealth will be responsible for providing the data telecommunication service from the selected Offeror's project site to the Willow Oak facility, server, and mainframe environments (development through production). Any selected Offeror(s) purchased equipment that is directly involved with the development and implementation of application code will be placed upon the Commonwealth's network and will be using a Commonwealth provided image to confirm security. It is important to note that any equipment purchased by the Offeror(s) that is not directly related to the development and delivery of application services (i.e., project operations) will not be placed onto the Commonwealth's network. Furthermore, software tools used in the development and delivery of services (including software for workstations) will also be provided by the Commonwealth. The Commonwealth will evaluate any Offeror requests for locating certain functions outside the immediate Harrisburg area and approve as warranted.</p> <p>The sections below describe how Deloitte's established facility provides continuity of services for DPW as per the facility and equipment requirements outlined in the RFP.</p>	
RFP Reference: a. Commonwealth Responsibilities: Facility, Page IV-31	
Commonwealth responsibilities include: evaluate any Offeror requests for locating certain functions outside of the immediate Harrisburg area and approve as warranted.	We understand that the Commonwealth will evaluate any Offeror requests for locating certain functions outside of the immediate Harrisburg area.

**Figure 6.2-69. Deloitte's Approach for Supporting DPW's Equipment and Facilities RFP Requirements.**

The following table describes how Deloitte's established facility provides continuity of services for DPW as per the facility and equipment requirements outlined in the RFP.

RFP Requirement	Our Approach
RFP Reference: b. Offeror(s) Responsibilities: Equipment, Page IV-31	
i. Furniture, office supplies, and computer equipment as needed for Project operations at the Project Site.	Our current Public Sector Delivery Center includes, and will continue to include, furniture, office supplies, and computer equipment as need for the project operations.
ii. Office equipment to include personal computers, printers, scanners, copiers, shredder, and desktop phones as the Offeror(s) determines necessary for Project operations.	Our current facility includes, and will continue to include, computers, printers, scanners, copiers, shredder, and desktop phones to support project operations.
iii. A local area network for office automation and local program development as appropriate for effective operations	Our Public Sector Delivery Center includes and will continue to include a Local Area Network for use by the Deloitte Team.
iv. Internet access and nationwide phone service as needed for Offeror's staff	Our Public Sector Delivery Center includes and will continue to include Internet access and nationwide phone service.





RFP Requirement	Our Approach
<b>RFP Reference: b. Offeror(s) Responsibilities: Facility, Page IV-31</b>	
The Offeror(s) is responsible for providing a project site to house contracted staff working on the Project.	Our Public Sector Delivery Center is currently operations and will be operational day 1.
Secure, setup, and maintain facilities within fifteen (15) miles of the DGS Annex located at 2101 North Cameron Street, Harrisburg, PA 17105 for the key staff and other proposed contractor staff involved in the day-to-day business for the scope of work covered by this RFP.	In 2006, Deloitte established our Public Sector Delivery Center at 300 Corporate Center, Camp Hill, PA 17011-1762 which is 4.8 miles from the DGS Annex located at 2101 North Cameron Street
Obtain approval for any functions located outside the immediate Harrisburg area	Deloitte understands that we are required to obtain approval for any functions that are done outside of the immediate Harrisburg area.
Provide reasonable access for Commonwealth staff to the Offeror's facilities and to parking.	Commonwealth staff are provided access to our Public Sector Delivery Center during regular business hours, Monday – Friday 8:00-5:00pm. Our current Public Sector Delivery Center currently has, and will continue to have, free parking adjacent to the Public Sector Delivery Center with approximately 500 parking spaces.
Provide meeting space to accommodate up to thirty-five (35) people	Our Public Sector Delivery Center has 15 training and conference rooms, 1 of which can accommodate up to 35 people
Provide Commonwealth space at any temporary facilities during the Orientation/Knowledge Acquisition period	We will provide space, in our Public Sector Delivery Center, for Commonwealth staff during the Orientation/Knowledge Acquisition period.
Secure and protect facilities and information technology assets	Our Public Sector Delivery Center is in compliance with the physical and network
<b>Secure Facility Requirements Addendum 4 – posted on July 27, 2010</b>	
1. Must have a Card system to enter the building. Meaning that employees must swipe their ID Card or sign in to enter the facility.	Our Public Sector Delivery Center currently provides and will continue to provide a card system to access the Deloitte space. We are currently using a Ccure system.
2. Any File and Print Servers, and networking equipment must be in a locked room.	Our Public Sector Delivery Center provides and will continue to provide a secure locked room for file and print servers. This room is only accessible to those individuals who have a specific need to have access to this equipment; the room is also equipped with a room wide UPS.
3. Desktops should meet the minimum standards set forth by the Commonwealth to include password requirements and timeouts (ITB-SEC007).	Deloitte understands that the CWOPA desktops and any Deloitte desktops will need to meet the standard set forth in ITB-SEC007.



RFP Requirement	Our Approach
4. All Desktops and Servers must have Commonwealth approved Anti-Virus and Host Based Intrusion Prevention software installed and enabled.	We understand that the Deloitte provided desktops and servers must have Commonwealth approved Anti-Virus and Host Based Intrusion Prevention installed and enabled.
5. There must be an isolated network for computers that will be working on Commonwealth initiatives with the following requirements.	PSCD currently maintains and will continue to maintain a separate and distinct network for computers that are not accessing the CWOPA network.
5a. A firewall must be installed to protect the network from other business partners	PSCD currently maintains and will continue to maintain a separate and distinct network for computers that are not accessing the CWOPA network.
5b. The network must be isolated from the corporate network via a firewall to protect potential loss of data and potential vulnerabilities introduced.	PSCD currently maintains and will continue to maintain a separate and distinct network for computers that are not accessing the CWOPA network.
6. Any use of wireless that connects to the network should meet the requirements set forth by the Commonwealth (ITB-NET001). The use of a quest wireless network is permitted as long as it does not connect to the production network.	PSCD currently maintains and will continue to maintain a separate and distinct network for computers that are not accessing the CWOPA network.
7. Laptops must meet the following a. Full disk encryption.	Deloitte laptops currently have and will continue to have full disk encryption enabled.
7. Laptops must meet the following b. Laptops connected to the production network must have their wireless card disabled.	Our wireless network currently requires utilizes a RADIUS server which requires a valid domain login to authenticate for a wireless connection, therefore non Deloitte laptops cannot be connected to our network. Deloitte currently maintains and will continue to maintain a separate and distinct network for computers that are not accessing the CWOPA network.
8. Auditing must be enabled on any file and print servers that contain confidential information such as PHI (Private Health Information) and PII (Personal Identifiable Information).	We understand that auditing must be enabled for file and print servers that contain PHI and PII. Currently Deloitte utilizes Bitlocker on our laptops to validate every 15 minutes that the laptop is fully encrypted; validation is tested every 15 minutes and if the laptop becomes unencrypted then the account is disabled

**Figure 6.2-70. Deloitte’s Public Sector Development Center Supports DPW’s Equipment and Facilities RFP Requirements.**



## ***Equipment and Facilities Task Required Items***

**IV**

Page  
**IV-32**

RFP Reference: 3. Equipment and Facilities Task Required Items, Equipment and Facilities Plan

Present a plan that demonstrates an understanding of the equipment and facilities responsibilities of the Commonwealth and the Offeror.

The equipment and facilities plan will be developed during the first month of the project as indicated in the Gantt chart depicted in Orientation, Knowledge and Acquisition.

### ***D. Security, Confidentiality, Audit Trails, and Controls***

**IV**

Page  
**IV-32**

RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

Deloitte will leverage our experience of working with the DPW, our knowledge of DPW's environments, understanding of the DPW standards and Commonwealth standards and Federal/State regulatory requirements to provide and maintain the security, confidentiality, audit trails and controls for DPW data.

This section introduces Deloitte's Qualification and our approach to provide and maintain Security, Confidentiality, Audit Trails and Controls for DPW data.



## Security, Confidentiality, Audit Trails, and Controls Overview

IV

Page  
IV-32

RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) must provide for safeguarding of data and maintaining physical security of their facility(s). The selected Offeror(s) shall incorporate features for maintaining program integrity so the fiscal capabilities of the system are protected. The selected Offeror(s) shall ensure that all development activities are in accordance with all Commonwealth and DPW security policies and also federal regulations/guidelines related to security and confidentiality. The selected Offeror(s) must also use DPW's Identity and Access Management system for application security. The selected Offeror(s) must meet all privacy and security requirements defined in the HIPAA regulations and Social Security Administration agreement.

Deloitte has a long-standing working relationship with the Commonwealth and DPW through many projects that have created measurable value. Throughout this relationship, we have built a “knowledge-capital” of your operating environment, compliance requirements, architecture, business priorities and technical infrastructure. This knowledge-capital, along with our understanding of the requirements in the RFP, and our experience in providing end-to-end project management and security solutions for organizations similar to the size and complexity of DPW, is the basis for the proposed solution-set that we believe empowers DPW to fulfill its vision successfully.

Our biggest differentiator lies in our subject-matter proficiency and the broad understanding of DPW's operating environment. There are very few providers that can match our scale and bring leading-practice experience across the risk and compliance domains, and especially in the State Government sector. But only Deloitte can provide a “one-stop shop” for project management and security and privacy services and deployment combined with subject matter proficiency and proven ability to successfully team with DPW.

We are proud of our reputation across the Commonwealth and DPW for delivering results and look forward to building on that reputation as we assist you. Through our collective knowledge of the Commonwealth and DPW, we believe Deloitte is the right choice for this project for the following reasons:

- **We are Compliant.** Deloitte continues to meet the Commonwealth, DPW, HIPAA, SSA and IRS 1075 requirements. We are also in the midst of establishing an IT Risk framework and methodology which enables enterprise compliance and IT risk management
- **We know the Environment.** Deloitte has a proven track record with the Commonwealth having assisted DPW in deploying an IAM infrastructure and the underlying process which enable application security today. Additionally, we have assisted DPW in establishing several of its existing secure development standards and have a process in place to communicate security incidents with DPW leadership in a timely fashion
- **We are Secure.** Deloitte has a secure facility and strictly adheres to process and technology standards aligned to DPW's physical security requirements. In addition, our facilities employ physical security safeguards which enable secure disposal of sensitive documents





- **We are Established Leaders in the Privacy, Security and Risk Consulting Space.** Deloitte has established leadership globally and has also been rated by leading, independent research firms as a leader in end-to-end risk management services globally. We have also been recognized as the advisor of choice for building and establishing successful privacy and security sourcing arrangements.
- **A Focus Both on Thought Leadership and Solution Delivery.** We continually evaluate marketplace trends and, through our Center for Security and Privacy Solutions we constantly integrate new, emerging technologies and services such as our Cyber Threat Intelligence offering, into our portfolios to remain on the forefront of security and privacy capabilities.

## ***Safeguarding of Data and Maintaining Physical Security of Facility(s)***

**IV**

Page  
**IV-32**

RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) must provide for safeguarding of data and maintaining physical security of their facility(s).

Deloitte recognizes the importance of proper physical safeguards for data throughout the data life cycle (data in-use, in-motion, at-rest and secure disposal).

We offer several layers of physical safeguards to reduce the risk in innovative and secure manners for our clients. The following approaches are deployed at our facilities:

- **Physically Secured Facilities.** Deloitte provides a state-of-the-art, secure facility which complies with the physical security requirements mandated by the Commonwealth of PA and DPW, including but not limited to:
  - Access control policies enforced via electronic key cards for restricting and separating access to facilities by project zone
  - Secure printing and scanning policies implemented on Deloitte printing equipment and enforced via access cards
  - Secure monitoring through robust and advanced surveillance systems and cameras.
- **Data in Use.** Deloitte leverages DPW's existing Identity and Access Management solution to manage user roles and access control permission.
- **Data in Motion.** Deloitte and COPA networks are isolated and independent from each other, minimizing the risk to Commonwealth data
- **Data at Rest.** Deloitte uses the database maintained by DPW even lower environments and for Production. For portable media devices, Deloitte uses the encrypted, Commonwealth provided portable USB thumb drives which provides an additional layer of security through the use of biometric authentication
- **Secure Destruction.** Sensitive and confidential data adhere to strict destruction and disposal policies through the use of shredders, locked bins and secure disposal services provided by a trusted third party.



## ***Features for Maintaining Program Integrity to Protect Fiscal Capabilities***

**IV**

Page  
**IV-32**

RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) shall incorporate features for maintaining program integrity so the fiscal capabilities of the system are protected.

We establish a strict user access policy limiting project personnel to the minimum necessary information for test and development environments. Access to production is limited to a core set of maintenance users with Read Only access. Furthermore, gaining Read Only access to production environments requires a manual approval from DPW.

To supplement the above safeguards Deloitte's Internal Audit (IA) practice can provide an additional layer of oversight to provide the necessary program integrity where fiscal capabilities are implemented. Internal Audit team can perform assessments using specialized data analysis tools and methodologies to support internal audit objectives including financial analysis, transaction testing, fraud analysis, and data conversion reviews.

### ***Development Activities In Accordance with Policies***

**IV**

Page  
**IV-32**

RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) shall ensure that all development activities are in accordance with all Commonwealth and DPW security policies and also federal regulations/guidelines related to security and confidentiality.

Deloitte's proven SDLC approach is based on various industry standards and has been the basis for the Commonwealth and DPW standards and has been used on numerous technology projects for the Commonwealth over the last ten (10) years. Additionally, Deloitte played a key role in the development and implementation of several of these DPW standards, which are tightly aligned to HIPAA, SSA and IRS security requirements. We leverage the Commonwealth's secure network and DPW's desktop image to perform development activities. The Commonwealth network is also protected and monitored through additional security safeguards such as anti-virus, HIPS and other perimeter defense systems.

Our methodology, has been proactively enhanced to meet Commonwealth requirements, provides various tools and guidelines that are utilized throughout the development life cycle, enabling security to be incorporated throughout each tier within the infrastructure, and each phase and/or thread of the project.

Additionally, our development methodology emphasizes a flexible approach that utilizes common, consistent methods for integrating information security into the development life cycle.



The key characteristics of Deloitte's methodology include:

- Integrates security as a critical component at appropriate phases of the development, integration and maintenance processes
- Enhances development and maintenance processes to provide realistic and consolidated security vulnerabilities identification, reporting and relevant mitigation strategies optimization
- Provides root cause analysis and remediation recommendations to the identified application security vulnerabilities
- Provides threat scenarios and impact assessments for the identified security vulnerabilities to enable businesses prioritize their remediation.

### ***Utilization of DPW's Identify and Access Management System***

**IV**

Page  
**IV-32**

RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) must also use DPW's Identity and Access Management system for application security.

Deloitte has supported DPW's Identity and Access Management (IAM) system, since 2002, with the selection of an IAM solution; implementing the technology solution and underlying administrative processes; and providing additional support around various people related aspects. This experience provides us with a specific perspective and positions us to continue our services on Day One.

Deloitte has an understanding of how DPW's IAM solution operates and spans across the environment. We are well aware that:

- Many of the DPW's applications follow the enterprise DPW IAM solution for application security
- Application security is implemented using a coarse grained and fine grained security model that has been refined over the years
- A robust Role Based Access Control (RBAC) system was implemented as part of the DPW IAM solution
- DPW's IAM solution is also leveraged in lower environments to control access to project personnel
- DPW's IAM solution has since been expanded to include DLI and PennDOT
- Key Stone offers single sign-on to business partners and citizen users across several DPW and DLI applications.



## Compliance with Privacy and Security Requirements

**IV**

Page  
**IV-32**

RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) must meet all privacy and security requirements defined in the HIPAA regulations and Social Security Administration agreement. Relevant publications include:

- Automatic Data Processing Physical Security and Risk Management (FIPS PUB 31)
- Computer Security Guidelines for Implementing the Privacy Act of 1974 (FIPS PUB 41)
- Guidelines for Security of Computer Applications (FIPS PUB 73)
- Federal Regulations at 45 CFR 95.621
- HIPAA laws and regulations
- The Commonwealth’s SSA Agreement
- IRS Publication 1075

Deloitte has a proven track record in meeting the privacy and security requirements prescribed throughout HIPAA and Social Security Administration (SSA) publications. In fact, we have developed and delivered applications to the Commonwealth in accordance to these standards.

The following table illustrates security safeguards aligned to authoritative requirements:

Regulatory Requirement	Sample Security Safeguard
<b>Federal Regulations at 45 CFR 95.621</b>	<ul style="list-style-type: none"> <li>• Implement procedures to verify that a person or entity seeking access to electronic protected health information is the one claimed.</li> </ul>
<b>HIPAA laws and regulations</b>	<ul style="list-style-type: none"> <li>• Implement procedures to determine that the access of a workforce member to electronic PHI is appropriate.</li> </ul>
<b>The Commonwealth’s SSA Agreement</b>	<ul style="list-style-type: none"> <li>• Access to the audit file must be restricted to authorized users with a “need to know” and audit file data must be unalterable (read only) and maintained for a minimum of three (preferably seven) years.</li> </ul>
<b>IRS Publication 1075</b>	<ul style="list-style-type: none"> <li>• Identification and authentication policy and procedures must be developed, documented, disseminated, and updated, as necessary, to facilitate implementing identification and authentication security controls.</li> </ul>

Figure 6.2-71. Sample Security Safeguards.

## Protection of Protected Health Information (PHI)

IV

Page  
IV-32

RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) must take specific steps to ensure that Protected Health Information (PHI) is protected and that all of the applicable provisions related to HIPAA are complied with. Sensitive, confidential and PHI electronic data that is transmitted or emailed must be appropriately encrypted and secured.

Deloitte has established experience with DPW's sensitive data landscape having recently undertaken significant analysis of its environment through a Privacy Assessment. Based on this assessment, we understood that DPW considers PII as PHI or that PHI safeguards apply to PII. The results of this assessment are currently being shared with DPW and we have collaborated in the remediation effort to address areas of concern.

When transmitting electronic PHI through email, we apply several, overlapping mechanisms to minimize the risk of unauthorized access and disclosure, such as leveraging the Commonwealth's secure email to communicate with Providers or Business Partners. Additionally, our handling of PHI is strictly limited to machines running DPW's desktop image, which employs additional security safeguards such as anti-virus, HIPS and other perimeter defense systems.

## Disposal of Documents and Media

IV

Page  
IV-32

RFP Reference: Security, Confidentiality, Audit Trails, and Controls Overview

The selected Offeror(s) must provide for the appropriate disposal of documents and media that contain sensitive, confidential, or PHI/PII information.

Deloitte takes a stringent, risk based approach when it comes to the secure disposal of sensitive information. This process has resulted in the implementation of numerous, prescriptive policies and procedures regarding the secure destruction and disposal of documents and media containing sensitive information. These policies and procedures ultimately translate into safeguards such as, but are not limited to:

- **Secure Shredding and Disposal.** Deloitte facilities have secure shredder bins that are locked and waste is properly disposed via a trusted third party
- **Policy on Data Retention.** Deloitte's policy on client sensitive data, such as PII or PHI, is to not retain such data on our laptops. Deloitte laptops also employ a standard and secure image which includes both encrypting file system (EFS) and disk level encryption, in tandem, to provide considerable offline and online data protection
- **Privacy and Security Awareness Campaigns.** Deloitte conducts frequent awareness campaigns, beginning with a mandatory DPW - Project On boarding process. These campaigns serve as a constant reminder to project personnel of their duties and responsibilities when handling sensitive client data and the importance of secure data disposal guidelines.



## ***Commonwealth Responsibilities: Security, Confidentiality, and Audit Trails and Controls***

**IV**

Page  
**IV-32**

RFP Reference: Commonwealth Responsibilities: Security, Confidentiality, and Audit Trails and Controls

DPW responsibilities include:

- Monitor the selected Offeror's security administration and perform periodic audits
- Review and approve deliverables
- Conduct audits as required

Our approach is multifaceted, driven by our proven IAM methodology, and supplemented with specialized skills, such as those found in specific Deloitte service lines which augment and enhance the value provided by our security practice (e.g., IT Internal Audit, Data Quality and Analytics, General Computer Controls, etc). When it comes to periodic audits, our IT internal auditors and specialists are committed to the internal audit profession and to its standards. They have practical experience in end-to-end technology assessments, from risk assessment and planning, through execution, communications and reporting. Our team members are trained to be alert to both process and technology improvement opportunities and risks of non-compliance with legal and regulatory requirements.

Additionally, we have experience with DPW's security administration processes having assisted in the implementation of processes and tools, such as the Commonwealth provisioning on-boarding process.

## ***Offeror(s) Responsibilities: Security, Confidentiality, and Audit Trails and Controls***

**IV**

Page  
**IV-33**

RFP Reference: Offeror(s) Responsibilities: Security, Confidentiality, and Audit Trails and Controls

Our service commitment to our clients – our commitment to quality – is exhibited through our Global Quality and Risk Management (QRM) Program, recognized by the Project Management Institute. This program provides for an independent review of project management, design decisions, and deliverables by a senior-level Deloitte resource. It also provides a full tool set in each of three focus areas: Quality Management, Risk Management, and Project Management. We believe that the three focused areas must function in unison to create an approach and high-quality results for DPW.

## Safeguards and Controls to Prevent Unauthorized Access or Disclosure

IV

Page  
IV-33

RFP Reference: Offeror(s) Responsibilities: Security, Confidentiality, and Audit Trails and Controls

Offeror(s) responsibilities include:

- Implement the system safeguards and controls and the manual procedures required to ensure that all of the data and files related to this contract(s) are protected from unauthorized access or disclosure

Deloitte has implemented and continues to protect the confidentiality of data and files employing multiple, overlapping layers of security safeguards such as:

- **Preventing Data Leakage.** Project personnel are provided strict guidance to handle Commonwealth specific data and files using only Commonwealth supplied computers and portable media devices (e.g. encrypted USB drive) and to transmit such data to approved recipients using only the Commonwealth's network
- **Privacy and Security Awareness Campaigns.** Deloitte conducts frequent awareness campaigns for project personnel, beginning with a mandatory DPW - Project On boarding process, which requires each member to physical sign acknowledge their understanding (e.g. Commonwealth's AUP). These campaigns serve as a constant reminder to project personnel of their duties and responsibilities when handling sensitive client data and the importance of secure data disposal guidelines
- **A Secure Process for Joiners and Leavers.** Prior to gaining access to development and test environment, project personnel receive a mandatory manual authorization from their project leader. Additionally, a DPW approval is required for access to TFP and production environments. Conversely, a proactive process is in place to monitor and promptly remove user IDs and access permissions associated with any personnel leaving the project
- **Background Checks.** Deloitte project personnel and subcontractors undergo a rigorous on-boarding process requiring a full back-ground check in accordance with Commonwealth ITB-SEC009, Minimum Contractor Background Checks Policy.

## Compliance with HIPAA

IV

Page  
IV-33

RFP Reference: Offeror(s) Responsibilities: Security, Confidentiality, and Audit Trails and Controls

Offeror(s) responsibilities include:

- Comply with HIPAA

We recognize the importance of HIPAA compliance and have an understanding of Deloitte's role and responsibility as a Business Associate (BA) under this contract. We are also familiar with the elevated HIPAA requirements enhanced through the passing of the Health Information Technology for Economic and Clinical Health (HITECH) Act which include:



- Significant increase in liabilities
- Data breach notification requirements
- Federal DHHS Secretary's Audit Authority
- Direct applicability of Business Associates.

Our approach to maintaining and monitoring our HIPAA compliance posture includes an annual assessment at the project facility and addresses the following domains as part of the scope:

- Access Controls
- Audit Controls
- Integrity
- Person or Entity Authentication
- Transmission Security.

### ***Disposal of Documents and Media***

**IV**

Page  
**IV-33**

RFP Reference: Offeror(s) Responsibilities: Security, Confidentiality, and Audit Trails and Controls

Offeror(s) responsibilities include:

- Dispose of documents and other media containing sensitive, confidential, and PHI information in an appropriate manner

Deloitte takes a stringent, risk based approach when it comes to the secure disposal of sensitive information. This process has resulted in the implementation of numerous, prescriptive policies and procedures regarding the secure destruction and disposal of documents and media containing sensitive information. These policies and procedures ultimately translate into safeguards such as, but are not limited to:

- **Secure Shredding and Disposal.** Deloitte facilities have secure shredder bins that are locked and waste is properly disposed via a trusted third party
- **Policy on Data Retention.** Deloitte's policy on client sensitive data, such as PII or PHI, is to not retain such data on our laptops. Deloitte laptops also employ a standard and secure image which includes both encrypting file system (EFS) and disk level encryption, in tandem, to provide considerable offline and online data protection
- **Privacy and Security Awareness Campaigns.** Deloitte conduct frequent awareness campaigns, beginning with a mandatory DPW - Project On boarding process. These campaigns serve as a constant reminder to project personnel of their duties and responsibilities when handling sensitive client data and the importance of secure data disposal guidelines.



## Physical Safeguards

IV

Page  
IV-33

RFP Reference: Offeror(s) Responsibilities: Security, Confidentiality, and Audit Trails and Controls

Offeror(s) responsibilities include:

- Implement the physical safeguards required to protect the selected Offeror's facility from unauthorized access and minimize the risk of damage from fire, water, and other hazards or disaster

Deloitte's project site does not have any server that stores Commonwealth sensitive information. Development activities are conducted only on the Commonwealth systems and network. Commonwealth sensitive information is stored only on the Commonwealth network and systems.

## Support of Security Audits

IV

Page  
IV-33

RFP Reference: Offeror(s) Responsibilities: Security, Confidentiality, and Audit Trails and Controls

Offeror(s) responsibilities include:

- Support Security audits as required

Deloitte supports DPW external and internal security audits to help measure the compliance of DPW's security and privacy posture to legal/regulatory requirements such as HIPAA, SSA and IRS 1075. Deloitte is among the pioneers of internal audit and interact daily with external auditors and regulators on behalf of our clients.

In supporting security audits, we:

- Review audit scope memo, and execution plan
- Support necessary onsite meetings with auditors/regulators and auditees
- Facilitate the gathering of evidence
- Support in the analysis of audit findings for appropriateness and applicability
- Review audit recommendations and support remediation activities

Our team brings broad knowledge, developed through first-hand experience with the Commonwealth and DPW. Our professionals hold such certifications as CISA (Certified Information System Auditor), CISM (Certified Information System Manager), CISSP (Certified Information System Security Officer), CIPP (Certified Information Privacy Professional) and PMP (Project Management Professional). Based on a recent internal survey, over 66 percent of our IT internal auditing professionals are CISAs and members of ISACA. Many more have passed the test and are waiting to meet the years of service requirements.



## Security Incident Reports

IV

Page  
IV-33

RFP Reference: Offeror(s) Responsibilities: Security, Confidentiality, and Audit Trails and Controls

Offeror(s) responsibilities include:

- Provide Security Incident Reports if a security incident happens within the selected Offeror's purview.

We provide an existing set of processes for reporting security incidents in accordance to Commonwealth ITB-SEC024, IT Security Incident Reporting Policy and DPW standards. These processes include time-sensitive, escalation paths for notifying the DPW CISO, CTO and the contract administrator in the event of a security incident.

### E. Audit Requirements

IV

Page  
IV-33

RFP Reference: E. Audit Requirements

Audit Clause C (**Appendix B**) will be the Audit Clause applicable to all lots of the RFP. All Lots will require a SAS-70 type II audit. The Department will procure an independent audit entity to perform the needed SAS-70 audits for all lots of this RFP. Selected offerors will be expected to fully cooperate with the selected audit entity in the performance of their audit functions.

Deloitte understands and agrees that Audit Clause C (Appendix B) is the Audit Clause applicable to each lot of the RFP and that each lot requires a SAS-70 type II audit. We further understand that the Department procures an independent audit entity to perform the needed SAS-70 audits for the lots of this RFP. We will cooperate with the selected audit entity in the performance of their audit.



## ***F. Contract Requirements DBE Participation and Enterprise Zone Small Business***

**IV**

Page  
**IV-33**

**RFP Reference: F. Contract Requirements Disadvantaged Business Participation and Enterprise Zone Small Business Participation**

All contracts containing Disadvantaged Business participation and/or Enterprise Zone Small Business participation must also include a provision requiring the selected contractor to meet and maintain those commitments made to Disadvantaged Businesses and/or Enterprise Zone Small Businesses at the time of proposal submittal or contract negotiation, unless a change in the commitment is approved by the BMWBO. All contracts containing Disadvantaged Business participation and/or Enterprise Zone Small Business participation must include a provision requiring Small Disadvantaged Business subcontractors, Enterprise Zone Small Business subcontractors and Small Disadvantaged Businesses or Enterprise Zone Small Businesses in a joint venture to perform at least 50% of the subcontract or Small Disadvantaged Business/Enterprise Zone Small Business participation portion of the joint venture.

The selected contractor's commitments to Disadvantaged Businesses and/or Enterprise Zone Small Businesses made at the time of proposal submittal or contract negotiation shall be maintained throughout the term of the contract and through any renewal or extension of the contract. Any proposed change must be submitted to BMWBO, which will make a recommendation to the Contracting Officer regarding a course of action.

If a contract is assigned to another contractor, the new contractor must maintain the Disadvantaged Business participation and/or Enterprise Zone Small Business participation of the original contract.

The selected contractor shall complete the Prime Contractor's Quarterly Utilization Report (or similar type document containing the same information) and submit it to the contracting officer of the Issuing Office and BMWBO within 10 workdays at the end of each quarter the contract is in force. This information will be used to determine the actual dollar amount paid to Small Disadvantaged Business and/or Enterprise Zone Small Business subcontractors and suppliers, and Small Disadvantaged Business and/or Enterprise Zone Small Business participants involved in joint ventures. Also, this information will serve as a record of fulfillment of the commitment the selected contractor made and for which it received Disadvantaged Business and Enterprise Zone Small Business points. If there was no activity during the quarter then the form must be completed by stating —No activity in this quarter.||

NOTE: EQUAL EMPLOYMENT OPPORTUNITY AND CONTRACT COMPLIANCE STATEMENTS REFERRING TO COMPANY EQUAL EMPLOYMENT OPPORTUNITY POLICIES OR PAST CONTRACT COMPLIANCE PRACTICES DO NOT CONSTITUTE PROOF OF DISADVANTAGED BUSINESSES STATUS OR ENTITLE AN OFFEROR TO RECEIVE CREDIT FOR DISADVANTAGED BUSINESSES UTILIZATION.

Deloitte understands the contract requirements for DBE, Enterprise Zone Small Business, CPP Reporting, Verification, and MPP Reporting and has submitted separate, sealed proposals for DPW as per the RFP requirements.



## G. CPP Reporting Requirements

IV

Page  
IV-34

RFP Reference: G. CPP Reporting Requirements

The approved hiring commitment will become a contractual obligation included in the contract. Hiring commitments shall be maintained throughout the term of the contract, including any renewal or extensions. In the event of a renewal or extension of the original contract term and upon request of CPP, the selected Contractor will submit an updated plan. Any proposed change must be submitted to the Contractor Partnership Program, which will make a recommendation to the DPW Contract Administrator regarding course of action. Upon approval of the Department, this updated plan will become part of the contract. If a contract is assigned to another contractor, the new contractor must maintain the CPP recruiting and hiring plan of the original contract. Upon request of CPP, the Contractor will submit a revised plan. Upon approval, this plan will become a part of the contract.

Upon award of the contract, the selected Offeror is required to complete and submit the PA 1540 Quarterly Employment Report Form on a quarterly basis to document the number of TANF cash assistance recipients hired for that quarter. The form must be completed in its' entirety and forwarded to the Contractor Partnership Program, with a copy sent to the DPW Contract Monitor, by the fifteenth day of the following month after the quarter ends. If the 15th falls on a weekend or state holiday, the report is due the next business day. The quarters are based on the Department of Public Welfare's fiscal year and are as follows:

Quarters	Begin Date	End Date	Reports Due
1 – First	July 1	September 30	October 15
2 – Second	October 1	December 31	January 15
3 – Third	January 1	March 31	April 15
4 – Fourth	April 1	June 30	July 15

The selected Offeror, regardless of its contract Effective Date, must submit the PA 1540 based on the schedule above. If a contract begins in the middle of a quarter the information reported will be based on activity that occurred from the contract Effective Date through the end of the quarter. If no activity occurred, the form must be completed by stating —No Activity in this Quarter with the Contractor's comments. This report must be signed by the entity that holds the contract with the DPW; it **may not** be signed by a subcontractor.

The information submitted on this report will be audited for its accuracy and the findings will be utilized to determine if the selected Offeror is meeting its hiring requirements.

### Verification

The Contractor Partnership Program will review the PA 1540 Form for accuracy and completeness. In addition, the individuals reported on the 1540 Form as TANF cash assistance recipients will be verified through DPW's Client Information System (CIS). DPW will take a statistical sample of all public assistance hires reported to determine if the selected Offeror will receive credit. The results of the sample will determine if additional verification measures are needed. If the selected Offeror is found to report inaccurate information on a consistent basis, it will be reported to the Division of Financial Responsibility for appropriate action.

\*Please note that the PA 1540 Form will be mailed to the Contractor after their contract is executed.

Deloitte understands the contract requirements for DBE, Enterprise Zone Small Business, CPP Reporting, Verification, and MPP Reporting and has submitted separate, sealed proposals for DPW as per the RFP requirements.



## H. MPP Reporting Requirements

<b>IV</b>	Page <b>IV-35</b>	RFP Reference: H. MPP Reporting Requirements
-----------	----------------------	--

The approved Mentor Protégé Plan commitment will become a contractual obligation included in the contract. Mentor Protégé Plan commitment shall be maintained throughout the term of the contract, including any renewals or extension of the original contract term and upon request of DPW BEO – MPP, the selected Contractor will submit an updated plan. Any proposal change must be submitted to the Department of Public Welfare, Bureau of Equal Opportunity, Mentor Protégé Program, which will make a recommendation to the Contracting Officer regarding course of action. Upon approval of the Department, this updated plan will become part of the contract. If a contract is assigned to another contractor, the new contractor must maintain the Mentor Protégé Plan commitment. Upon request of DPW, BEO – MPP the Contractor will submit a revised plan. Upon approval, this plan will become part of the contract.

Upon award of the contract, the selected Offeror is required to provide a copy of the signed agreement between the Mentor and the Protégé. The Offeror is required to provide a written narrative to DPW BEO – MPP on a quarterly basis with an update of the Mentor Protégé Program Plan with a copy sent to the DPW Contract Monitor, by the fifteenth day of the following month after the quarter ends. If the 15th falls on a weekend or state holiday, the report is due the next business day. The quarters are based on the Department of Public Welfare's fiscal year and are as follows:

Quarters	Begin Date	End Date	Reports Due
1 – First	July 1	September 30	October 15
2 – Second	October 1	December 31	January 15
3 – Third	January 1	March 31	April 15
4 – Fourth	April 1	June 30	July 15

The selected Offeror, regardless of its contract Effective Date, must submit the written narrative based on the schedule above. If a contract begins in the middle of a quarter the information reported will be based on activity that occurred from the contract Effective Date through the end of the quarter. If no activity occurred, the written narrative must provide an explanation. This written narrative must be signed by the entity that holds the contract with DPW; it MAY NOT be signed by the Protégé.

The information submitted on this report will be audited for its accuracy and the findings will be utilized to determine if the selected Offeror is meeting its Mentor Protégé Program Plan.

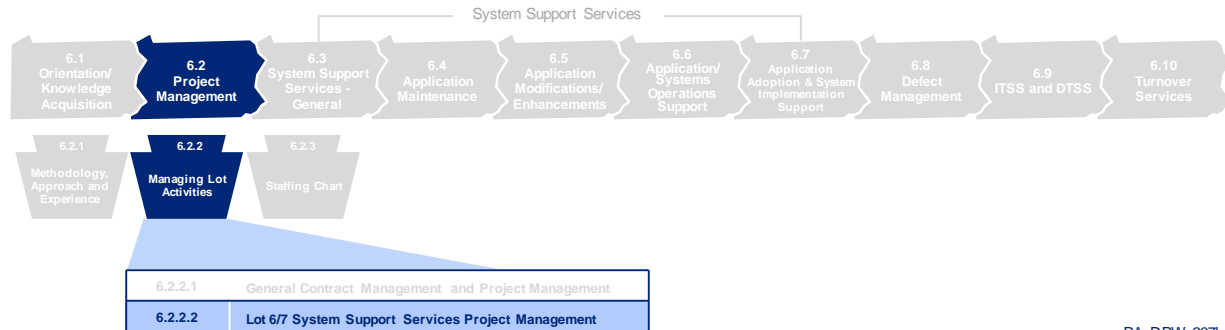
### Verification

The Department of Public Welfare, Bureau of Equal Opportunity – Mentor Protégé Plan will review the written narrative to ensure it is consistent with the Mentor Protégé Program Plan. In addition, DPW BEO – MPP may contact the Protégé to ensure compliance with Mentor Protégé Program Plan. The results will determine if additional verification measures are needed. If the selected Offeror is found to report inaccurate information on a consistent basis, it will be reported to the Contracting Officer for appropriate action.

Deloitte understands the contract requirements for DBE, Enterprise Zone Small Business, CPP Reporting, Verification, and MPP Reporting and has submitted separate, sealed proposals for DPW as per the RFP requirements.



## 6.2.2.2 Lot 6/7 System Support Services Project Management



PA\_DPW-207b\_4

### Business Review Board Process

<b>IV</b>	Page <b>IV-318</b>	RFP Reference: Project Management
-----------	-----------------------	-----------------------------------

Large projects initiations must first be evaluated, prioritized, and authorized by the Program Offices and BIS Portfolio Managers via the Business Review Board (BRB) process.

The remainder of this section (6.2.2.2) describes our response to the RFP requirements stated in Part IV, page IV-318.

Deloitte understands that large project initiations require presentation to the BRB so that they can be evaluated, prioritized and authorized by the appropriate program offices and BIS Portfolio managers. We understand DPW’s desire to maximize reuse and share in your enthusiasm in doing so. We see the value of BRB meetings because they provide an opportunity to find business functions that are common across program areas to increase reusability. This can reduce expenses while increasing efficiency and consistency across applications. Additionally, we understand the value these meetings have because they create a forum for decision-makers to truly understand the stakeholders, business value and program needs associated with a proposed project. More importantly, these meetings serve as a forum for justifying the business value of proposed solutions and showing how they help solve existing program office business needs. If a solution is not delivering value and is not solving a business problem, it is not worth doing. In these meetings, we verify that the business initiative is in line with the overall DPW business strategy.

As your Lot 6 offeror, we believe our role will be critical in translating the high level business requirements (BRDs) created and reviewed from BRBs from Lots 1 – 5 provider and creating a solid feasibility study, system requirements and GSD that forms the basis for Lot 7 vendor’s detailed system design.





Because we have done so many BRB's with you, Deloitte is especially well positioned to deliver what you come to expect out of a BRB meeting. In addition to the above, in these meetings we provide you with:

- Who the stakeholders will be for the initiative
- What is the leading way to meet your business needs
- Various options for meeting the business need
- If we have the processes and systems in place that can support the function needed
- How this will impact other systems
- If integration with existing DPW enterprise services is needed

It is through this collaboration with you that you decide what large projects are worked on and which ones are not.

### ***Program Change Request Process***

**IV**

Page  
**IV-318**

RFP Reference: Project Management

Project initiatives for maintenance and minor systems enhancements are required to be vetted through the program change request, change control, and software release management processes.

Change control represents a key component of DPW to accommodate changes in business needs; we strive to minimize the impact of changes in the production environment while mitigating the risks that occur during the process of improving and updating the system. We work with DPW to bring the appropriate change control process to our activities and track systems changes that are associated with systems modifications and maintenance activities entered through the Automated Tracking System (ATS).

Across the current suite of DPW projects, we attend our client's change control meetings and submit our changes per their established processes and thus are familiar with the importance and benefits of following a formalized, proven process. Where documentation standards are in place, our team follows them, adhering to naming conventions and version controls of the client.

As outlined in the RFP, we work with DPW to effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors to engage and support the change control process. Our change control process includes steps for gathering requirements for the change, estimation of level of effort, development and testing, and approval from appropriate stakeholders prior to scheduling the change.

As Lot 6 offeror, we work with DPW to:

- Identify a change lead.
- Determine the frequency with which newly submitted PCRs are reviewed.
- Advise and assist in the establishment of standard Change Control processes and procedures.
- Build a recurring task in the work plan for team members to participate in project change activities so that the project change request analysis does not disrupt the project schedule.
- Determine how time spent on quick assessments and impact analyses is tracked separately from project execution time.
- Determine project control items from which the project baseline is formed.
- Assume Leadership for Application Maintenance and Defect Management.
- Facilitate Change Control process with various governing bodies.

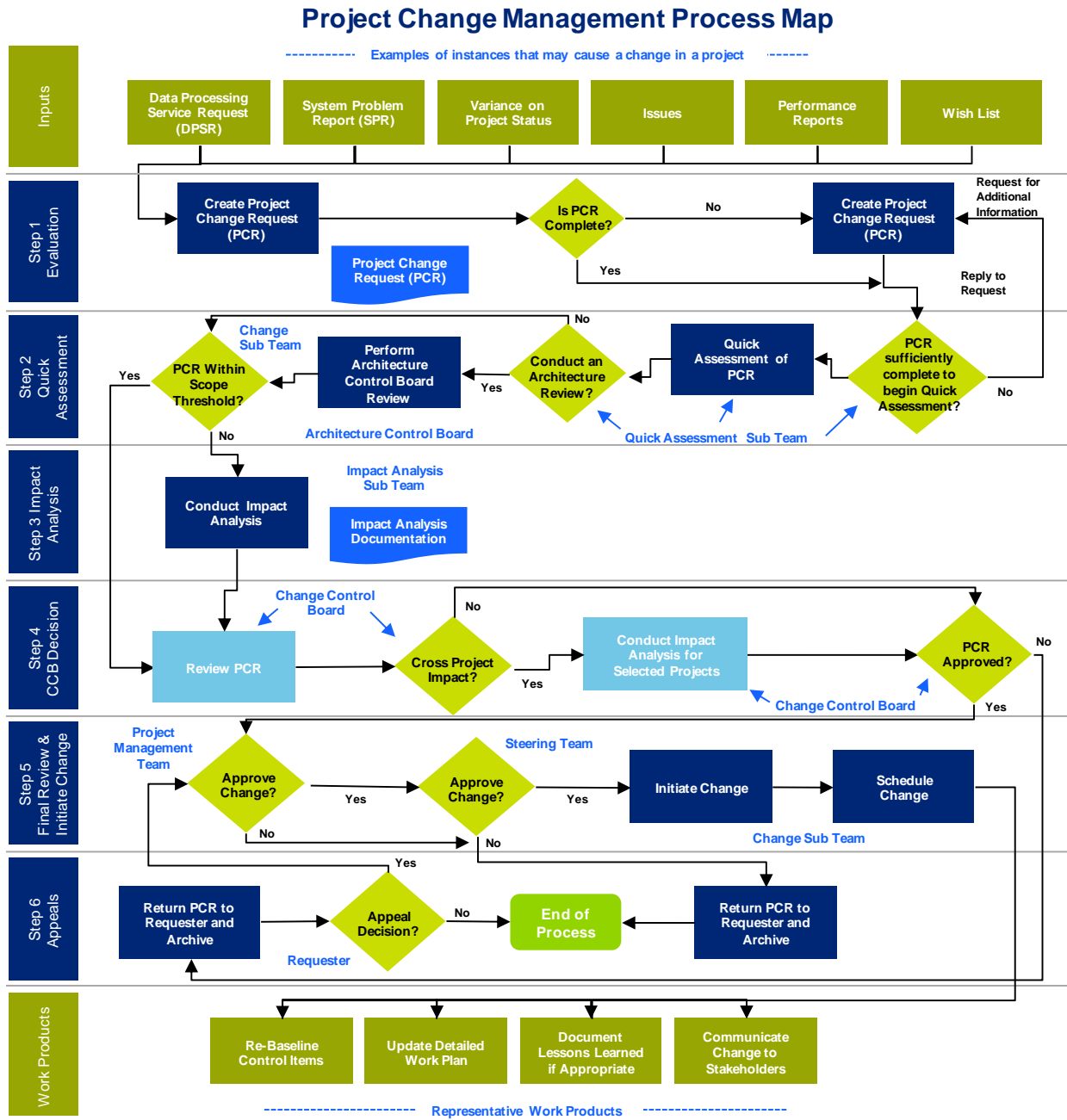
We envision working with a Change Control Board (CCB) that has responsibility for accepting or rejecting proposed system changes. The Change Control Board is made up of governance team members and project representatives impacted by proposed changes. The CCB meets to review the suggested changes and discuss the impacts and timelines associated with the requests. This group then evaluates the request and determines if it is an approved change. In some cases, the CCB cannot evaluate the request; in that situation the proposed change is escalated to the Steering Team for a decision.

We are familiar and have been following the change management process outlined in Appendix U of the RFP. Change Requests can be raised by the project team members and are analyzed and approved by the CCB. The CCB also works with the project managers to plan and schedule the implementation of the change request.

### ***Guiding Principles***

- The Change Control Process is consistent with the guidelines established by the Bureau of Information Systems (BIS)/Program Management Office (PMO).
- Existing processes are utilized to the extent possible.
- The process must be flexible to allow for future adjustments.
- Metrics need to be established at various levels to allow management to assess and control process execution.
- Stakeholders have roles to participate through involvement, coordination, and communication throughout the Change Control Process.
- Business Partners be able to provide input into the Change Control Process.

The project change process can be broken down into the following High Level Process flow, as provided in Appendix U of the RFP.



PA\_DPW-565

**Figure 6.2-72. DPW Change Management Process Map.**  
Deloitte implements DPW change management process to manage ongoing changes.

Our recommendations on how to most effectively work through the process flow are detailed as follows:

## Evaluation

New requests are received from end users and include baseline control items, maintenance requests, wish lists, miscellaneous problems, and project change requests. Changes to business systems also must go through the Change Control process. Change requests should be entered as PCR's in the Automated Tracking System, whereby appropriate change control information can be viewed and entered by the appropriate stakeholders, as the change request moves through the change control process.

At a high level:

A change request is submitted for consideration by a Requestor from various sources of input.

Depending on the type of request, it is routed as either an:

- **Emergency.** Typically a type of fix, which requires an accelerated process to escalate a change request for timely resolution.
- **Fix.** A change that is required when a program or system does not operate as specified in the functional baseline.
- **Enhancement.** An enhancement is a change to a program or system which was not specified in the functional or allocated baseline, but must be agreed upon.

The Change Sub Team collects requests and conducts pre-screening of requests.

If the request is not complete it is sent to the Requestor, otherwise it is authored in ATS and the Quick Assessment Process can begin.

## Quick Assessment

During Daily PCR Presentation Meetings, PCRs are reviewed for sufficiency of information. If a request is not sufficient then it is returned to the Requestor. PCRs are extracted from by searching ATS using the following:

Date Range: In 'Created from' date fields enter yesterday's date and today's date for the search range

For system enhancement PCRs a Business Value Assessment (BVA) is conducted by a Program Office Analyst by rating each criteria on a scale from 1 to 9. The assigned BIS/Application Team analyst completes Level of Effort (LOE) assessment. Completed BVA and LOE assessment forms are emailed to the Change Lead and attached to the appropriate PCRs.

A Change Request Summary is created and includes system enhancement PCRs for which BVAs and LOEs have been conducted and the summary is sent to the Program Management Office (PMO) for review at the Quick Assessment meeting. The Quick Assessment Team reviews each PCR on the Change Request Summary and

collectively makes a decision (see 6.8.2.1) as to whether the PCR is within the scope thresholds (resources, timeline, budget). If it is not, an Impact Analysis is performed.

The Change Control Lead changes each PCR's Change Control Process (CCP) status in ATS according to the Quick Assessment meeting recommendation as outlined in *Section 6.8.2.1*.

### Impact Analysis

As Lot 6 offeror, we will work with Lots 1-5 and Lot 7 vendors, as required, to prepare a business case examining the required project resources, timeline, and budget required to complete the change. These requests are then evaluated to validate requirements while taking into account project variances, risk/issues impact assessments and recommendations, reports, and any associated reference material.

### CCB Decision

After Quick Assessment, and any required impact analysis, the request recommendations from Quick Assessment are sent to the Change Control Board (CCB) for review. The Quick Assessment Team does not have the authority to make decisions regarding requests that fall out of scope; they make approval/rejection and recommendations for the Change Control Board to decide upon.

Involved stakeholders make the decision to approve, withdraw, or recommend PCR for Steering Team approval or request a Policy/Scope/Requirement Clarification or an Impact Analysis. If the Change Request has potential cross program or project impacts, it must undergo a detailed assessment and impact analysis for each program office and their associated projects (i.e., ongoing or scheduled) that may be affected by the change.

If the Change Control Board cannot evaluate the request (e.g. because of budgetary limitations), it is escalated to the Steering Team, where a decision is made either to approve or reject the request. If the Steering Team does not have the authority to evaluate the request, it is escalated to the Information Resource Management (IRM) Team, where a decision is made either to approve or reject the request.

The Release Management Process determines how the approved requests are assigned to release schedules (see next section).

In order for the process to function effectively, procedures for process governance and issue escalation measures must be clearly defined. Two of the key goals, and major prerequisites for success, are teamwork and organizational process management.

## Recommended Membership for Change Control Meetings

Following a disciplined change process gives project management teams control over project scope and results in better control over budget, resources and projects that are completed to customer specifications. A change process provides improved change efficiency (approved changes are completed more quickly) and allows reuse of the process and paperwork from earlier changes.

**IV**

Page  
**321**

RFP Reference: Change Control

For better efficiencies and economies of scale, Change Request may be bundled together building a “Bundled Change Request Package” in a formal Software Release that follows a DPW Software Development Methodology through Software Development Lifecycles. The Software Quality Assurance (SQA) unit must be notified prior to promoting the Software Release (with Bundled Change Request Package) to the next environment. Prior to promotion to each environment, metrics identifying and detailing defect rates, risks, issues and impacts must be provided via the Defect Management Process by the developer entity to SQA for review, quality readiness assessment, approval or disapproval. If disapproved, the Software Release enters a hold state in the current environment. SQA will notify the DPW project and portfolio managers for further assessment regarding impacts to project scope, schedule, and budget. After resolution, the DPW project manager will notify SQA and SQA will authorize the promotion of the Software Release Package to the next environment.

Deloitte works with DPW to review and prioritize change requests in accordance with the joint governance framework established by DPW. Change Requests are evaluated relative to their criticality, scope, complexity, level of effort, interdependencies with other systems changes or technology project initiatives, resource requirements, and availability of approved hours (allocated for systems maintenance and/or Modification/Enhancements). In the case of changes with cross system impacts, the CCB the Change Request be channeled through the DPW Portfolio Managers and vetted through the BRB process.

Once approved, the Change Request is documented in detail and communicated to impacted stakeholders in DPW. Deloitte facilitates proper business requirements understanding, develops a solution set, tests and implement the solution set (unit, integration, stress, regression, walk-through) documents and trains end users on the solution. To allow for economies of scale, Deloitte often recommends that Change Requests be bundled together building a “Bundled Change Request Package” in a formal Software Release. Ultimately, the decision to include such changes resides with the DPW Contract Administrator.

The bundle and change management tool, ATS, can be segmented to generate Change Requests and manage its progression. The graphic below depicts how “defects” are bundled and similarly, the change requests could follow. The system generates a bundle number for tracking purposes.

PA\_DPW-958

**Figure 6.2-73. ATS Change Control Bundle Creation.**  
Sample view of creating a bundle change request within the ATS management tool.

Deloitte works with DPW to initiate approved changes and track within the project work plan. Changes in scope after approval by the CCB are re-submitted through the change control process again to gain approval for any change in scope. To promote compliance with business requirements, Deloitte works with the Department of State to confirm:

- Business requirements
- Develop detailed test scenarios
- Test and migrate changes to the production environment

Throughout the change control process, we establish intermediate deliverable dates and baseline the milestones so we can effectively track and report out on the progress of changes.

<b>IV</b>	Page IV-321	RFP Reference: Change Control
-----------	----------------	-------------------------------

Any changes that affect or result in modifications to the systems architecture or baseline characteristics and/or configurations in the production environments must be submitted for action through the change control process. Change will only be allowed if the severity level, risk assessment, and rollback procedures are included with the request, and the Change Management Board has approved the request upon review. This procedure will prevent uncontrolled change to the baseline that might create serious incompatibilities.

We will work with the Lot 6 offeror to proactively identify changes that may result in modifications to the systems architecture or baseline characteristics and/or configurations in the production environments and perform necessary impact analysis. These types of changes follow the change control process outlined in the **Project Change Process** outlined above. For changes of this nature, severity level, risk assessment, and rollback procedures are included as part of the impact analysis, before being presented to the Change Management Board.





## Technical Support Initiatives – Individual Vendor IT Projects

IV

Page  
IV-318

RFP Reference: Project Management

All the selected Lot Offerors will be performing the work associated with Technical Support Services initiatives primarily using two types of project engagements: 1) Individual-vendor IT projects and 2) Multi-vendor IT projects. Individual-vendor IT Projects are specific strategic, tactical, or operational initiatives that fall under the purview of a specific vendor requiring little or no involvement with the other Lot Offerors. In this case, the Offeror will have primary ownership and responsibility to manage and coordinate all aspects of the project management throughout the project life cycle with state oversight and approvals.

Deloitte confirms that we have responsibility to support completion of work in support of the System Architecture Services initiatives in both individual-vendor and multi-vendor scenarios. As a Lot 6 offeror, we understand it is our responsibility to complete feasibility, systems requirements, General System Design for Lots 1-5. In this role we agree to have primary ownership and responsibility for managing and coordinating each aspect of the General System design and obtain proper approvals. This includes but is not limited to:

- Creating a work plan
- Updating appropriate design documentation
- Working with Lot 7 Vendor to include/incorporate architecture design
- Working with the CCB, ARB, Project Management and Steering Teams

## Technical Support Initiatives – Multi-Vendor IT Projects

IV

Page  
IV-318

RFP Reference: Project Management

Multi-vendor IT Projects are enterprise wide strategic, tactical, or operational initiatives that fall under the purview of multiple vendors requiring significant involvement and commitments with the other Lot Offerors. In this case, a specific Offeror will be assigned as the enterprise project lead and will have primary ownership and responsibility to coordinate all aspects of the project with state oversight and approvals. The enterprise project lead will establish and maintain the master project plan framework (i.e., Master Communications Plan, Master Schedule, Master Risk/Issues logs, Master Deliverables schedule, change control, and consolidated project status reports) throughout the project life cycle with input from both DPW and the other participating Lot Offerors. DPW and the other participating Lot Offerors will have ownership of creating and managing sub-project plans and their respective sub-project phases and logistics (i.e., planning, control & monitoring, execution, risk/issues management, change control, and status reporting). The sub-project plans and their associated frameworks are integral parts of the master project plan requiring continuous coordination, communications, and alignment throughout the project life cycle. All projects will have a change control board (CCB) and executive steering team.

In a multi-vendor environment, we understand the importance of having a single vendor as the lead on a project. This allows DPW to more effectively monitor an initiative. As the Lot 6 offeror, Deloitte will manage the Feasibility, Systems requirements, General System Design activities and provide support and project management work products for Lot 6 that will be incorporated into the over master documents for the Enterprise initiative. Figure 6.2-74 outlines a summary of work products that Deloitte will develop.



Task	How It will be Implemented For DPW
<b>Lot 6 Communication Plan</b>	This plan is reviewed and updated with each new initiative. As much as possible, we attempt to enact this communications plan in an automated fashion through the use of the tool PMC to automatically email reports or provide them online when needed. These reports are discussed in appropriate meetings.
<b>Lot 6 GSD Schedule</b>	We initially create a work plan for the areas for which we are responsible in Microsoft Project. Later we upload this work plan into PMC and integrate it with other sub-project plans of other vendors for an integrated master schedule. Other vendors will have the ability to update their plans through PMC. By consolidating this information into a single tool, automated reports can be provided including variance reports, completed tasks, overdue tasks, etc.
<b>Lot 6 GSD Risk and Issues Log</b>	All vendors will have the ability to document risks and issues into PMC. This allows for online and consolidated reports that can be shared at meetings. As the Enterprise Project Lead, we review these risks and issues and provide options to you for resolving these items.
<b>Lot 6 GSD Deliverables Schedule</b>	Our integrated work plan in PMC includes “milestones” which track progress and dates for deliverables. This provides status and progress of these items.
<b>Change Control</b>	If change controls are required on an initiative, we document these items in the ATS tool as PCRs. These items are presented via the Change Control process for your review.
<b>Lot 6 Project Status Reports</b>	In addition to automated status reports that can be generated out of PMC, we agree to provide and consolidate project status reports. These reports will be sent to you on a regular basis (weekly, monthly, etc.) for your review.

**Figure 6.2-74. Deloitte’s Approach to Implementing Lot 6 Project Lead Tasks.**

## Controlling and Monitoring the Project

<b>IV</b>	Page <b>IV-319</b>	RFP Reference: Project Management
-----------	-----------------------	-----------------------------------

Project managers and team leads are responsible and accountable for controlling and monitoring the project for all project phases and assessing changes, risks, and issues relative to the predefined schedule, performance, and budget. Project anomalies, potential risks, and ongoing issues that lead to variances that exceed predefined thresholds must be thoroughly evaluated with proposed solution recommendations presented to the change control board based on detailed impact assessments that illustrates the severity and level of impact to project budget, schedule, and performance. The change control board will review and validate information and refine the recommendation(s) for the executive steering committees consideration and final approval from the DPW Contract Administrator.

Deloitte is responsible and accountable for controlling and monitoring the project in each project phase. This includes the following tasks:

Task	How It Will Be Implemented for DPW
<b>Assessing Changes</b>	If a PCR is submitted to our team, it is evaluated and managed by our management team. This team is responsible for understanding the changes and confirming that it follows the change request documented above.
<b>Risks and Issues</b>	When risks and issues occur to a predefined schedule, our management team documents these risks in PMC. This team is responsible for confirming these risks follow the risk and issue process.
<b>Performance</b>	To confirm that change requests meet DPW performance standards our management team is responsible for confirming the following activities happen: <ul style="list-style-type: none"> <li>• Designs take performance into consideration</li> <li>• Load Testing</li> <li>• Explain Plans</li> <li>• Inspecting and Testing Code</li> <li>• ANTS is used to prevent memory and connection leaks</li> <li>• FIDDLER is used to make sure network requests are small in size</li> </ul>
<b>Budget</b>	Our management team works with project controllers to review earn burn and cost variance reports. If a variance is found corrective action is taken to correct the variance. If needed, risks and issues are raised on cost variances.

**Figure 6.2-75. Deloitte’s Approach to Supporting Monitoring and Controlling Tasks.**

At Deloitte, we understand that part of our jobs as consultants is not just to raise risks and issues but do so proactively and provide you with potential options for resolving and mitigating risks and issues. When variances exceed preset values, we perform detailed impact analysis of these items. In fact, PMC can automatically generate risk and issues when these predefined limits are exceeded. Risk and Issues, along with their impact to cost schedule and performance are broadly documented in PMC. Once these items have been documented, they are escalated and discussed with your change control board. In our experience, the change control board often improves upon ideas or often alternative solutions for resolution. Once complete, options for risks and issues are sent to the steering team and DPW Contract Administrator for final approval.



## ***Adherence to DPW and Commonwealth Project Management Methodologies, Standards and Procedure***

**IV**

Page  
**IV-319**

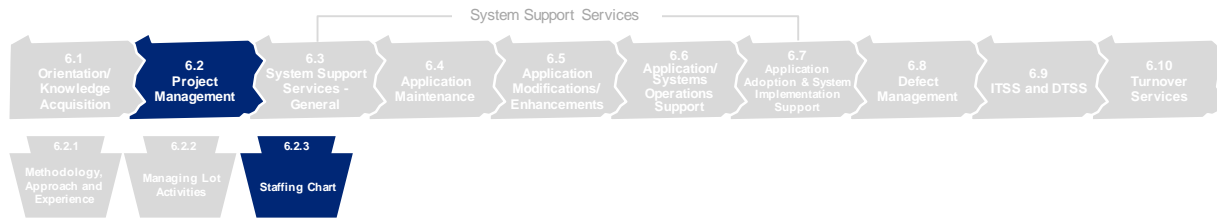
RFP Reference: Project Management

All projects are required to follow DPW and Commonwealth project management methodologies, standards, and procedures. **Figure 1** below illustrates the business solution life cycle model illustrating the alignment of the project life cycle, systems development life cycle, and the architecture review boards.

---

We agree to follow DPW and Commonwealth project management methodologies, standards, and procedures. This includes following the Commonwealth's EPMM methodology for project management, ALM dashboard for technology standards and documented procedures for software development and migration.

## 6.2.3 Staffing Chart and Roles



PA\_DPW-202c\_4

Provide staffing charts for the ongoing operational Activities and Tasks that show the proposed staff by labor category and job function.

Provide similar information for any subcontractors that are proposed.

Provide a role/description table for the Offeror’s proposed staffing roles for all Activities and Tasks to support the requirements of the RFP. A description of the duties and functions to be performed by the staffing role must be indicated.

The resources identified for Contract and Project Management are listed in the following figure. More information about each one of these individuals, including resumes, can be found in *Tab 8.0*.

Name	Labor Category	Role/Job Function
<b>Brown, Neil R.</b>	Project Management	Project Executive
<b>Carreras, Martin J</b>	Project Management	Portfolio Coordinator
<b>Hartman, Doris</b>	Project Management	Portfolio Coordinator
<b>Hollowbush, Eileen Briggs</b>	Project Management	PMO Team Member
<b>Howard, Patrick J</b>	Project Management	Project Executive
<b>Keller, Mick</b>	Project Management	Project Manager
<b>Sekhar, Sundhar G</b>	Project Management	Project Executive
<b>Suguna, Sundaravadivel P</b>	Project Management	Portfolio Coordinator
<b>Sullivan, Meghan K</b>	Project Management	Portfolio Coordinator
<b>Wells, Kayla</b>	Project Management	Project Control Analyst
<b>White, John</b>	Project Management	Project Executive
<b>Wickizer, Deanna</b>	Project Management	Project Control Analyst
<b>Wiest, Tim</b>	Project Management	Quality Assurance Lead

Figure 6.2-76. Staffing Chart for Lot 6 Project Management.

The Project Management Team includes staff involved in the day-to-day operations of the project as well as National Health and Human Services leaders who serve as advisors to the project. The functions for each component of the Project Management Team are listed in the table below:



Function	Description
<b>Contract Management</b>	<ul style="list-style-type: none"><li>• Establish contract procedures</li><li>• Collaborate with DPW leadership on project goals and prioritization</li><li>• Escalate and resolve Issues that require Contract Management attention</li><li>• Monitor compliance with Service Level Agreements</li><li>• Manage requests for contract changes</li></ul>
<b>Project Management</b>	<ul style="list-style-type: none"><li>• Coordinate each aspect of prioritized projects</li><li>• Control and monitor projects through appropriate phases</li><li>• Assess risk and manage issues</li><li>• Escalate contract risks and issues</li><li>• Report status to project team meetings</li></ul>
<b>Quality Assurance</b>	<ul style="list-style-type: none"><li>• Provide oversight to project</li><li>• Advise on managing risks</li></ul>
<b>Innovation and Advisory Panel</b>	<ul style="list-style-type: none"><li>• Assist in assessing the impact of policy and program changes</li><li>• Advise on the use new technologies</li><li>• Share new ideas with DPW as related to the projects and priorities</li></ul>

Figure 6.2-77. Project Management Team Functions.

# 6.3 System Support Services – General



PA\_DPW-200c

<b>II</b>	Page <b>IV-300</b>	RFP Reference: II-3 Work Plan
-----------	-----------------------	-------------------------------

Describe in narrative form your technical plan for accomplishing the work. Use the task descriptions in **Part IV** of this RFP as your reference point.

<b>IV</b>	Page <b>IV-299</b>	RFP Reference: Systems Architecture Lot #6 and Technical Support Services Lot #7
-----------	-----------------------	--

- **Systems Support Services** – The selected Offerors for **Lot # 6** and **Lot #7** will be responsible for providing following services for all the in-scope systems identified in this RFP:

*Additional RFP Reference: D. Systems Support Services General, Page IV-314*

**As the premier HHS system integrator, we bring a comprehensive set of system support services to assist DPW in evolving the business, IT services, and technology to the next stage of maturity. As the Lot 6 offeror in DPW’s new multi-vendor model, Deloitte proposes to serve as advisor, mentor, leader and provider of key Maintenance, Modification, and Operations Support shared services.**

## Introduction

We provide System Support services by leveraging our unique understanding of the DPW business and IT environment. Deloitte also brings our experience in large, complex state public sector environments, advanced technologies and IT service models to help incrementally transform the business and efficiently respond to new initiatives while minimizing DPW risk.

**Deloitte, as the Lot 6 offeror understands that the Lot 6 components focus on feasibility, system requirements, and general system design and will require midstream SDLC hand-off to the Lot 7 vendor to commence detailed system design through deployment.**

### Unique and Distinguishing Factors

The Department of Public Welfare was recognized for its Directors’ Dashboard, which helps county Bureau of Child Support officials quickly and easily identify how to allocate limited staff resources cost-effectively and to continue providing support services for Pennsylvania’s children.





Specifically, Deloitte’s system support team assists DPW in meeting its objectives through eight key features of our approach to the activities of the system support services.

Deloitte’s Approach Supports DPW’s Vision	Benefits to DPW
<b>An Integrated, Open, and Standards-Based Approach to Application Development</b>	<ul style="list-style-type: none"> <li>Optimize the maintenance and enhancements of the Business Applications</li> </ul>
<b>Refining and Expanding DPW’s Enterprise Architecture Framework</b>	<ul style="list-style-type: none"> <li>Take advantage of economies of scale</li> <li>Decrease DPW’s Total Cost of Ownership</li> <li>Improve the quality of information</li> </ul>
<b>An Approach Aligned with DPW’s Objectives and Expectations</b>	<ul style="list-style-type: none"> <li>Improved services DPW provides to citizens</li> <li>Decrease costs</li> <li>Achieve core goals</li> </ul>
<b>Delivering through Integrated System Supports Services Organization and Processes</b>	<ul style="list-style-type: none"> <li>Design a suite of business applications built upon a common set of methodology, operations, technology, and infrastructure</li> </ul>
<b>Applying an Understanding of your Service Oriented Architecture Approach and Vision</b>	<ul style="list-style-type: none"> <li>Save DPW money in using large system modifications to further DPW’s SOA Model</li> </ul>
<b>Using a Shared Services Model</b>	<ul style="list-style-type: none"> <li>Reduce duplication across teams to improve performance and quality and reduce costs</li> </ul>
<b>Using Robust Project Management Processes Across System Support Services</b>	<ul style="list-style-type: none"> <li>Helps DPW integrate multiple vendors in the execution of this important project</li> </ul>
<b>Using Effective Defect Management and Change Control Processes</b>	<ul style="list-style-type: none"> <li>Efficient process reduces number of defects</li> <li>Effective management of defects minimizes their impact</li> </ul>

Figure 6.3-1. Deloitte’s Approach Supports DPW’s Vision and Results in Significant Benefits to DPW.

The remainder of this introduction to System Support Services provides information on our approach to the services provided by Deloitte in support of your objectives. The Introduction is organized into eight sections as follows:

An Integrated, Open, and Standards-Based Approach to Application Development	Refining and Expanding DPW’s Enterprise Architecture Framework	An Approach Aligned with DPW’s Objectives and Expectations	Delivering Through Integrated System Supports Services Organization and Processes	Applying a Deep Understanding of Your Service Oriented Architecture Approach and Vision	Utilizing a Shared Services Model	Utilizing Robust Project Management Processes Across System Support Services	Utilizing Effective Defect Management and Change Control Processes
--	--	--	---	---	-----------------------------------	--	--

PA\_DPW-901\_2

## An Integrated, Open, and Standards-Based Approach to Application Development



PA\_DPW-901a\_2

Deloitte understands that DPW views integration as a necessity for the maintenance and enhancements of its suite of systems, as described on **page IV-314** of the RFP. DPW's systems currently have a high level of interaction with each other as well as a great deal of interaction with external systems. This interaction is likely to increase, both internally and externally, as DPW moves towards its Enterprise System Vision. Our team understands the objectives of this integration, the nuances that exist for each integration point between systems, and our approach to system design helps DPW move towards its vision with decreased risk and effective processes.

Deloitte assisted DPW in the creation of a SOA vision and a multi-phased implementation approach which included new application development approaches. The initial implementation steps include executing application development efforts with an eye toward openness and standards-based interfaces and exchanges. As indicated in the RFP, our strategy was and continues to be successful and ahead of its time through initiatives such as Human Services Network (H-Net) and the use of service-based application development methods.

The vision embraces service-oriented architecture as an enabler of business change, IT transformation, and high performance. Our joint strategy includes a web services model that fully supports key open standards, enabling integration with other services, application components, technology platforms, multiple channels, operating systems, information entities, and hardware using an Enterprise Architecture (EA). The web service-based approach to application design supports a customizable framework that promotes security flexibility, interoperability, and extensibility resulting in lower system life cycle costs and avoiding proprietary vendor technologies, as depicted in the table below.

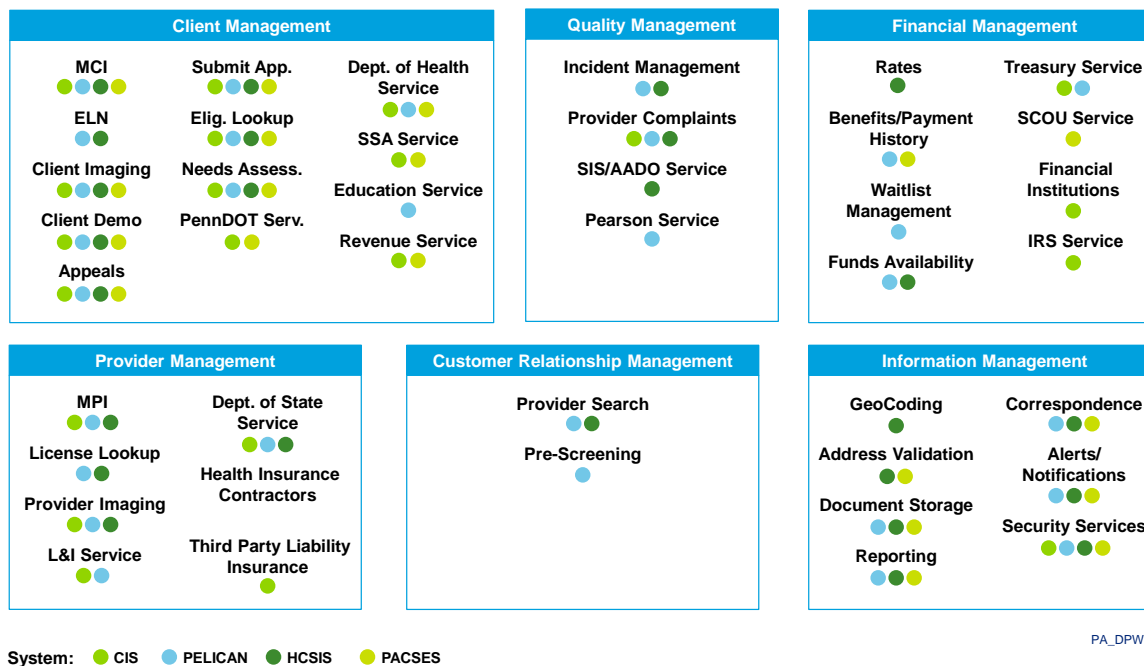


Joint Vision	Our Support Approach	Benefits to DPW
<b>Open approach to application design</b>	<ul style="list-style-type: none"> <li>• Use business process-centric approach, leveraging team's in-depth HHS business process and web service development experience</li> <li>• Share a common set of technology, methodology, infrastructure, and operations</li> <li>• Continue to reduce reliance on proprietary frameworks and technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Reduces development and maintenance efforts through reusable service components and clear documentation</li> <li>• Quicker value delivery and integration</li> <li>• Decreases risk to DPW using proven technologies and processes</li> </ul>
<b>Standards-based interfaces</b>	<ul style="list-style-type: none"> <li>• Strict adherence to standards-based development approach</li> <li>• Use service-based integration approaches</li> <li>• Published library of standards</li> </ul>	<ul style="list-style-type: none"> <li>• Increases ease of integration with internal/external systems and platforms</li> <li>• Enables easier upgrades</li> <li>• Increases flexibility to quickly respond to business change and new legislation</li> </ul>
<b>Standards-based exchanges</b>	<ul style="list-style-type: none"> <li>• Open shared platform approach that builds on H-NET strategy for:                             <ul style="list-style-type: none"> <li>-DPW and other departments to extend and build upon</li> <li>-Information/transaction exchange across communities of users</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Reduced architectural complexity and support efforts</li> <li>• Provides more cost-effective integration of new processes, functions, Program Offices, current and new user communities</li> <li>• Decreases risk to DPW using proven technologies and processes</li> </ul>

**Figure 6.3-2. Joint Deloitte/DPW SOA-Enabled Application Approach.**

DPW and Deloitte proceeded with this vision and strategy in a stepwise manner. Today, we use a standards-based approach to system design and development in the maintenance and enhancement of the suite of DPW applications. DPW has a suite of more than 25 services, currently aligned against six business domains, which are used across the systems. The following graphic depicts a portion of the Enterprise Services, as well as the current use of the services by each of the in-scope systems.

### System Use of Enterprise Services



**Figure 6.3-3. System Use of Enterprise Services.**

The initial stages of the SOA strategy include the systematic introduction of componentized standards-based enterprise services development approaches.

Our approach to application and enterprise service design helps DPW move towards its vision with increased efficiency and decreased risk. We use a highly modular, or componentized, approach to enterprise service composition.

In addition, a key element of our DPW EA-SOA strategy is the creation and ongoing evolution of a standards-based integration platform that provides:

- A shared platform that DPW and other departments can use or build on,
- An information transaction exchange that connects communities of users, i.e. providers and consumers,
- Networks that promote coordination across program offices and people and provide integrated information and services in more effective ways, e.g. such as the early H-Net initiative.
- Ability to expand and accommodate new major initiatives, such as MITA.

In support of these strategic objectives, we use a standards-based approach to the design of systems. With Deloitte’s support, DPW has published a comprehensive library of standards over the past few years. These standards result in a set of applications and enterprise services which are architected in a similar fashion and allow for easier cross-system communication. In addition, these standards emphasize the importance of clear documentation regarding this design. As the use of enterprise services expands throughout DPW, these services are intended to be accessed in a similar manner by

multiple systems or platforms. We use a well-documented design approach that we share with the consuming system or platform.

As DPW moves forward with its vision, we propose jointly designing the next phases of the EA-SOA roll-out to include elements such as:

- Expansion of existing services to additional systems
- Creation of new services with on-going adherence to standards
- Extension of H-NET as a platform for new processes and integration with other applications and platforms
- Advancing the SOA-based application development approach, such as use of EA architecture and governance support elements (e.g. service repository), process and tools to support service design, re-use, and run-time deployment.

Integration of systems requires the DPW systems to be open. Integration often involves the creation of an interface or consumption of a service, which must access existing system functionality and/or data. Closed systems which are owned by the vendor do not allow DPW to develop these interfaces themselves. Our approach recognizes DPW's clear preference for systems which can be easily customized for this type of interaction and results in systems which DPW owns and controls themselves.

### ***Refining and Expanding DPW's Enterprise Architecture Framework***

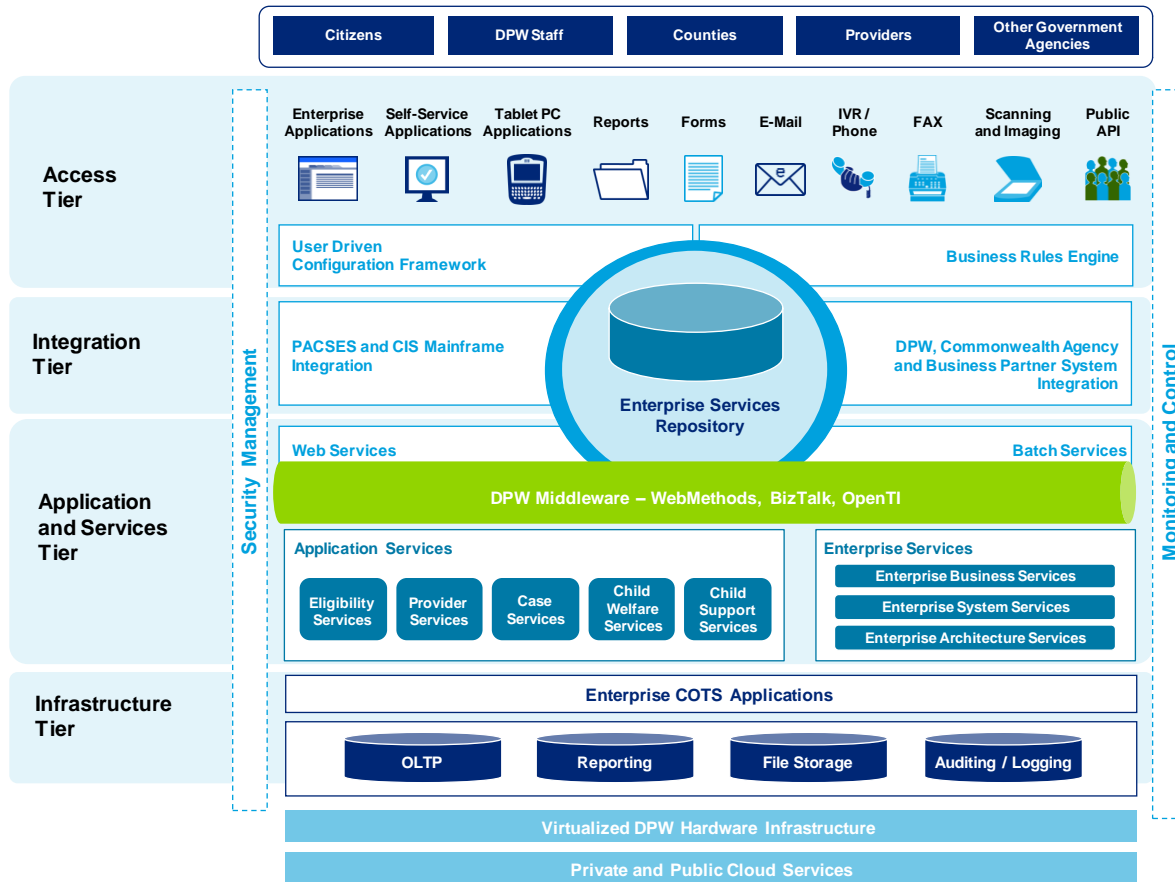


PA\_DPW-901b\_2

We assisted DPW in the strategic development of its initial Enterprise Architecture and reference frameworks for a customizable framework that promotes flexibility, interoperability, and extensibility. We work collaboratively with DPW, the Lot 7 vendor, and the other lot vendors to refine and expand the EA components, including the Business Architecture, Data Architecture, Application Architecture, Technology Architecture, and Governance models, as described on **pages IV-314-315** of the RFP. To help evolve DPW's EA reference models to the next level, we leverage not only the knowledge of our DPW Support Services team but also Deloitte's SOA reference models and assets, in-depth SOA experience, SOA insights, leading practices, and demonstrated SOA governance models from across the firm.

We view the refresh, refinement and expansion of the models as a critical effort in maturing DPW's EA-SOA strategy. Refreshed DPW's EA and EA components establish a foundational framework for continuous deployment and evolution of business and

technical services. The refined and expanded models also become the basis for refreshing DPW’s EA-SOA implementation roadmap and executable strategy. Deloitte’s participation on the team provides DPW, HHS and SOA knowledge for refining the EA, as conceptually illustrated below, and the supporting frameworks.



PA\_DPW-883\_5

**Figure 6.3-4. Concept of Refreshed EA-SOE Future State Vision.**

It is critical for DPW to refresh and refine the EA and supporting EA frameworks as a foundation for continuous evolution of business and technical services.

The collaborative team reviews and aligns common business areas and citizen services to reduce unnecessary and costly replication across horizontal and vertical service domains independent of the business function. They identify standards that must be defined, published and communicated to provide a consistent, functional SOA implementation for DPW, the broader Commonwealth enterprise, and to external partners.

These critical efforts are the process and methodology foundations that build a cohesive services strategy with no overlapping or redundant services with the same functionality. The efforts also embed leading practices around SDM, Project Management and the use of standardized service design principles.



Our team’s approach to refining and expanding the EA model helps DPW achieve its vision, resulting in significant benefits to DPW.

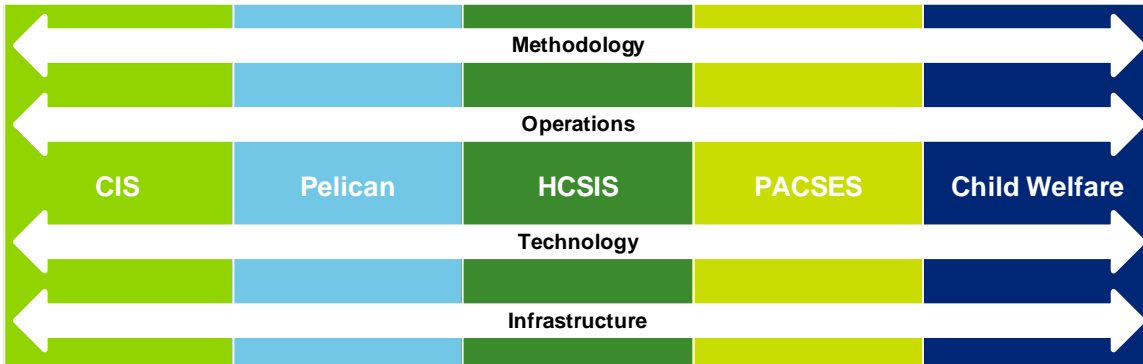
Benefit to DPW	Description
<b>One client</b>	Provide DPW with a holistic view of its clients across agencies and across technology systems.
<b>One provider</b>	Provide DPW with a holistic view of its providers across agencies and across technology systems.
<b>Economies of scale</b>	Increase efficiencies and reduce costs for activities which are performed by more than one party or system
<b>Lower Total Cost of Ownership (TCO)</b>	Provide DPW with a lower cost of ownership of its systems, resulting from efficient and shared use of its systems.
<b>Better customer service</b>	Improve the services that DPW provides to its clients through more effective processes.
<b>Better quality of information</b>	Improve the quality of information that DPW's agencies are able to gain from the systems through more accurate and consistent processes across systems, resulting in more reliable data which can be turned into information.
<b>Streamlined business processes</b>	Provide agencies the ability to streamline their business processes by providing technical solutions which meet their needs and fit together as part of an enterprise solution.
<b>Cross-agency collaboration</b>	Promote cross-agency collaboration through the use and development of shared technology and systems.
<b>Continuous technology renewal</b>	Provide an opportunity to continuously refresh and renew the technology, adding new services and technologies as a business need presents itself and retiring existing services and technologies as they become obsolete.

**Figure 6.3-5. Deloitte’s Approach Results in Significant Benefits to DPW.**

Deloitte recognizes that the achievement of this vision is a challenge, given the scope of DPW’s systems. Our approach to helping DPW achieve this vision relies on using a common set of technology, methodology, infrastructure, and approach. This approach recognizes that this integrated enterprise system vision cannot be achieved without a common framework which encompasses more than just technology. Our team utilizes this unified framework across systems and across teams, resulting in a set of business applications which share more than just technology. If we are chosen for both lots 6 and 7, Deloitte will confirm these common frameworks are implemented and enforced across the entire systems development life cycle, not just from feasibility through general systems design.



## DPW Develops a Suite of Business Applications which Share a Common Ground



PA\_DPW-774\_2

**Figure 6.3-6. DPW Develops a Suite of Business Applications which Share a Common Ground.**

Our approach allows DPW to develop a suite of business applications as part of their Enterprise System Strategy which are built upon a common set of methodology, operations, technology, and infrastructure.

Our team relies on a single set of methodologies across each of our sub-teams, including Modifications, Maintenance, and Technology Support. This set of methodologies present a uniform process to DPW across these teams and across each of the enterprise systems, resulting in improved customer service to DPW’s agencies. Our methodology, which was jointly developed over the past several years with DPW, is proven to work in DPW’s environment.

From an Operations perspective, our team uses a single set of shared resources to provide the critical operations support of DPW’s systems. This single set of resources allows for specialized proficiency and provides DPW with a single point of contact. In addition, this team can be scaled up to provide an effective response to operations issues which arise.

Our team relies on the use of a shared set of approved and proven technologies to support DPW’s systems. This strategically selected set of technologies results in decreased costs to DPW, as there are fewer tools which DPW must purchase and fewer tools to maintain. It also results in more efficient usage of these technologies, as DPW’s own technical staff can focus their own time on supporting a smaller suite of tools. Finally, through our years of experience with DPW and nationally with other HHS agencies, our team recognizes the risk that can be involved in deploying a new tool throughout the enterprise. Therefore, our team follows a rigorous process for new

### Key Staff Spotlight Marty Carreras



*“It’s been an absolute pleasure working with DPW over the past several years to build upon your existing enterprise architecture and augment it with leading package software from Adobe and Corticon. I look forward to working with you in the future to continue to bring innovative solutions to meet your Health Care Reform challenges.”*

tools throughout the SDLC, particularly in the proof of concept and pilot phases, thus reducing the risk of deploying a new tool.

Finally, our team uses our existing knowledge of DPW’s technology and the experience of our Shared Services resources to effectively leverage DPW’s infrastructure. This results in our team’s improved ability to support DPW’s critical Business Applications and provides DPW with a single point of contact to communicate changes to the existing infrastructure. The following table summarizes our approach to methodology, operations, technology, and infrastructure.

Component	Approach	Benefits to DPW
<b>Methodology</b>	Use the jointly developed Deloitte/DPW IT Methodology consistently across our team	<ul style="list-style-type: none"> <li>Increased customer service to DPW’s agencies through a uniform process</li> <li>Decreased risk to DPW through a proven methodology</li> </ul>
<b>Operations</b>	Use a single set of shared resources to provide critical operations support	<ul style="list-style-type: none"> <li>More effective operations process through a single point of contact</li> <li>Scalable and effective response to operations issues that arise</li> </ul>
<b>Technology</b>	Use a shared set of approved and proven technologies to support DPW’s Applications	<ul style="list-style-type: none"> <li>Decreased cost to DPW for procurement and maintenance of technology tools</li> <li>More effective use of technologies, as DPW’s resources can focus on supporting a smaller set of technologies</li> <li>Decreased risk to DPW of deploying unproven technologies on an enterprise level</li> </ul>
<b>Infrastructure</b>	Effectively leverage DPW’s infrastructure through our existing knowledge and the experience of our Shared Services team	<ul style="list-style-type: none"> <li>Improved ability to support the critical Business Applications</li> <li>Single point of contact to communicate changes to the existing infrastructure</li> </ul>

Figure 6.3-7. Deloitte’s Approach Results in Significant Benefits to DPW.

### An Approach Aligned with DPW’s Objectives and Expectations



PA\_DPW-901c\_2

DPW has outlined its objectives for the work to be performed as part of this contract, as described on **page IV-315** of the RFP. These objectives are critical to meeting the vision DPW has outlined for its future, continuing to provide high-quality support to its clients,



and reducing overall costs. Deloitte is committed to helping DPW meet these objectives and has a structured approach to meeting each of these objectives.

DPW's Objectives	Deloitte's Understanding and Commitment to Meeting DPW's Objectives
<p><b>Refine and expand the DPW Enterprise Architecture reference models (i.e., Business Architecture, Data Architecture, Application Architecture, Technology Architecture, and Governance models) around common business areas and citizen services to reduce unnecessary and costly replication across horizontal and vertical service domains independent of the business function</b></p>	<ul style="list-style-type: none"> <li>• We understand your EA vision and the positive results which will be achieved through implementing it.</li> <li>• Our team works to align the technology with your technical vision, while working through modifications to design the system to take advantage of these existing solutions.</li> <li>• Our team's is committed to an integrated, open, and standards-based approach to systems development.</li> </ul>
<p><b>Build and evolve business solutions that align with the enterprise architecture (EA) frameworks to support reuse of resources in the application, data, and technology domains of Enterprise Architecture</b></p>	<ul style="list-style-type: none"> <li>• Through our experience, we know how to identify other services to complement your architecture and leverage SOA as much as possible.</li> <li>• We continue to bring ideas to DPW for service adoption and reuse. With years of experience in HHS, we understand the business behind the requirements and will work to develop a design which supports the requirements and utilizes existing resources.</li> </ul>
<p><b>Achieve greater flexibility in terms of simplifying changes, rapid update to business rules, and facilitating agile transformations for changing business models and associated citizen services, workflows, and processes required to support DPW mission</b></p>	<ul style="list-style-type: none"> <li>• We understand the desire for more flexible and rapid changes to your systems.</li> <li>• We bring our technology practice and experience to provide DPW with practitioners who have demonstrated practical use with these tools in previous engagements. Relying upon our technology practice's experience, we will bring existing leading practices to DPW.</li> <li>• We develop guidelines for the appropriate use of flexible and configurable technologies within the DPW suite of applications</li> <li>• We bring new COTS products to you for product evaluation on their ability to support business requirements.</li> </ul>
<p><b>Create software services that become a formidable solution in end-to-end business processes involving cross-program enterprise applications with standard and secure inter and intra agency interfaces/data-exchanges</b></p>	<ul style="list-style-type: none"> <li>• We understand the business drivers and processes for DPW's Program Offices as well as the technical design for BIS. We will use this knowledge to help enhance DPW's library of services.</li> <li>• We work with BIS to help develop the system requirements and general system design which use services that meet the business requirements identified and documented by the Lot 1-5 vendors.</li> </ul>



DPW's Objectives	Deloitte's Understanding and Commitment to Meeting DPW's Objectives
<b>Transform and/or design technology solutions that are maintainable, extensible, scalable, reusable, and secure</b>	<ul style="list-style-type: none"><li>• We are committed to developing systems in a manner which supports DPW's technical objectives.</li><li>• Deloitte brings its business experience and technical strengths to define the system requirements and create the general system design of the solutions to help reduce the overall maintenance cost, make them extendible to new areas, support a large user base, reuse them across the Department, and secure the private data of its citizens. This helps DPW align its business and technical resources in an effective manner.</li></ul>
<b>Use Service Oriented Architecture frameworks, enterprise service bus, and Web technologies</b>	<ul style="list-style-type: none"><li>• We understand SOA frameworks and have helped DPW develop the existing SOA model in place today in DPW.</li><li>• We work with DPW to continue to use the technologies which help meet its vision of integrated, open, and standards-based systems.</li></ul>
<b>Achieve greater economies of scale and scope and lowering total cost of ownership</b>	<ul style="list-style-type: none"><li>• As the systems move towards a more business-focused, service-oriented approach, services and systems are intended to be used across DPW, thus providing a more effective use of DPW's resources and providing greater economies of scale.</li><li>• We are committed to helping DPW achieve its Enterprise System Strategy, which takes advantage of economies of scale and result in an overall lower total cost of ownership. Our team's enterprise focus throughout design helps identify opportunities for reuse of technology across the enterprise.</li></ul>

**Figure 6.3-8. Deloitte Understands and is Committed to Meeting DPW's Objectives.**

To achieve these objectives, DPW has also outlined its expectations for the vendor of Lot 6, on **page IV-315** of the RFP. Deloitte has a structured approach to meeting each of these expectations.



## DPW's Expectations

## Deloitte's Approach is Designed to Meet and Exceed DPW's Expectations

**Provide SOA application solution designs and quality end products that embrace business driven enterprise architecture frameworks, building quality cost-effective applications using pluggable and reusable components and services (i.e., generic and composite) that can be leveraged across multiple program offices with common horizontal and vertical service domains**

- We leverage Deloitte's SOA Center of Excellence to continue to help DPW manage and extend its existing services. This allows us to bring in new trends from the marketplace that may be of use to DPW.

**Using an IT Shared Services Model for Systems Architecture Services, effectively coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to deliver a sound technical solution to successfully satisfy the business drivers and specified business and technical requirements**

- Our team structure relies upon the IT Shared Services model to provide a single point of contact to technical staff within BIS, resulting in a more consistent point of contact and decreased need for communication.
- Our approach also results in more specialized technical specialists and economies of scale across the team through our Shared Technical Services team.

**Clearly define, validate, and manage the solution's business and technical requirements throughout the systems development life cycle phases and associated support activities to facilitate the successful creation and implementation of reliable quality application solutions to support DPW mission**

- Our proposed DPW IT Methodology provides a standards-based, adaptable and scalable approach for managing multiple and varied work streams that encompass the full spectrum of Department requirements.
- Our approach applies the appropriate people, processes and tools to meet the specific needs for delivering complex application modifications and enhancements.
- This comprehensive approach allows us to apply the necessary rigor and structure to enable delivery of high quality services following a common, standards-based methodology to meet a myriad of system maintenance and enhancement needs

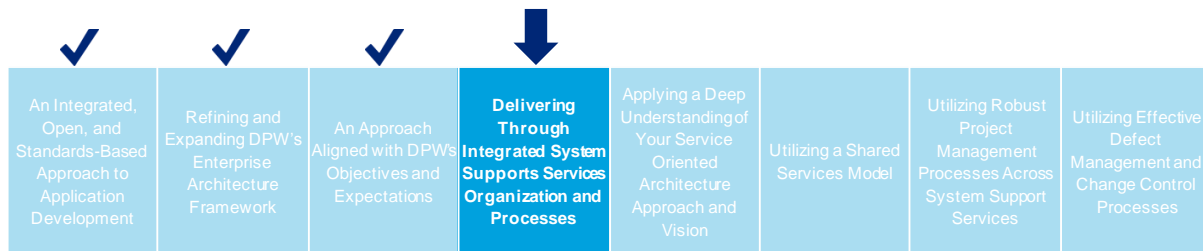
**Efficiently and effectively managing the Master Project Plan and/or associated sub project plans, associated tasks, issues and risks, change, and schedule to confirm on-time delivery without sacrificing end product quality, performance, or reliability**

- Our approach to managing the project involves proactive monitoring and management of the Project Plan. The project manager has overall responsibility for monitoring project schedule and promoting the timely completion of tasks defined in project work plan.
- Work plan monitoring includes processes to develop the project schedule, monitor task completion, measure variances, and develop any required corrective actions.
- We review the project's schedule and progress weekly, as well as summarize the key issues and risks that need to be addressed in order to keep the project on schedule.

DPW's Expectations	Deloitte's Approach is Designed to Meet and Exceed DPW's Expectations
<p><b>Facilitate faultless and effective communications with designated project managers vendors and all selected Offerors to design, create, and implement reliable quality software, technology, and/or custom software application solutions to support DPW business operations</b></p>	<ul style="list-style-type: none"> <li>• Our approach is designed to develop strong collaboration amongst each project participant, leverage the strength and talent of a joint team, and manage with transparency. Our approach builds on 7 keys to effective collaboration:                             <ul style="list-style-type: none"> <li>- Trust</li> <li>- Transparency</li> <li>- Negotiating effective solutions</li> <li>- Listening</li> <li>- Clear goals and objectives</li> <li>- Clear roles and responsibilities</li> <li>- Facilitation</li> </ul> </li> </ul>
<p><b>Continued maturation with both CMMI and ITIL frameworks relative to software engineering and solution development and delivery processes</b></p>	<ul style="list-style-type: none"> <li>• Work with DPW to continue to use the technologies which help meet its vision of integrated, open, and standards-based systems.</li> </ul>

Figure 6.3-9. Deloitte's Approach is Designed to Meet and Exceed DPW's Expectations.

## Delivering Through Integrated System Supports Services Organization and Processes

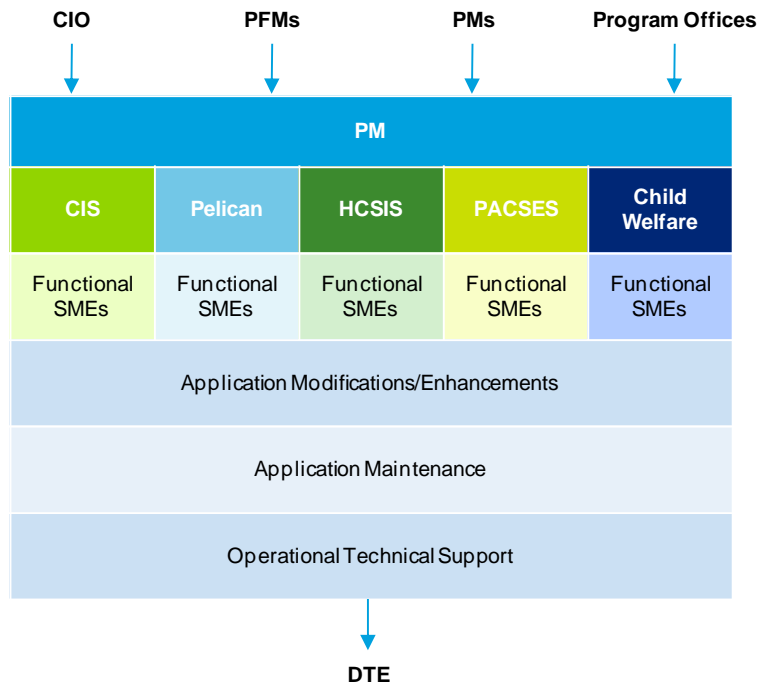


PA\_DPW-901d\_2

The system support services encompasses the work required to capture system requirements and design modifications to the in-scope systems as well as support ongoing operations and maintenance of these systems, as described on **pages IV-316 to IV-317** of the RFP. Our team's organization provides DPW's various stakeholders with clear points of contact and appropriate support. While still recognizing the importance of functional knowledge through our Subject Matter Experts (SMEs), our team is divided into three sets of resources which provide DPW with specialized support of System Modifications, System Maintenance, and Technology and Operations Support.



### System Support Services Model



PA\_DPW-1286

**Figure 6.3-10. DPW System Support Services.**

System Support Services includes Modifications, Maintenance, and Technology Services, all of which work to support the Program Offices through the Enterprise Systems.

While each of these teams has independent responsibilities and activities which are detailed in their respective sections, they work together as an integrated team and follow the Deloitte methodology with a similar approach. Within the team, the individual resources support a primary project for Maintenance, Modification or Adoption services. When resources are not fully utilized serving their primary project, they are made available to support initiatives for other projects. This integrated approach to system support results in a unified process for DPW and clear communication with relevant stakeholders.

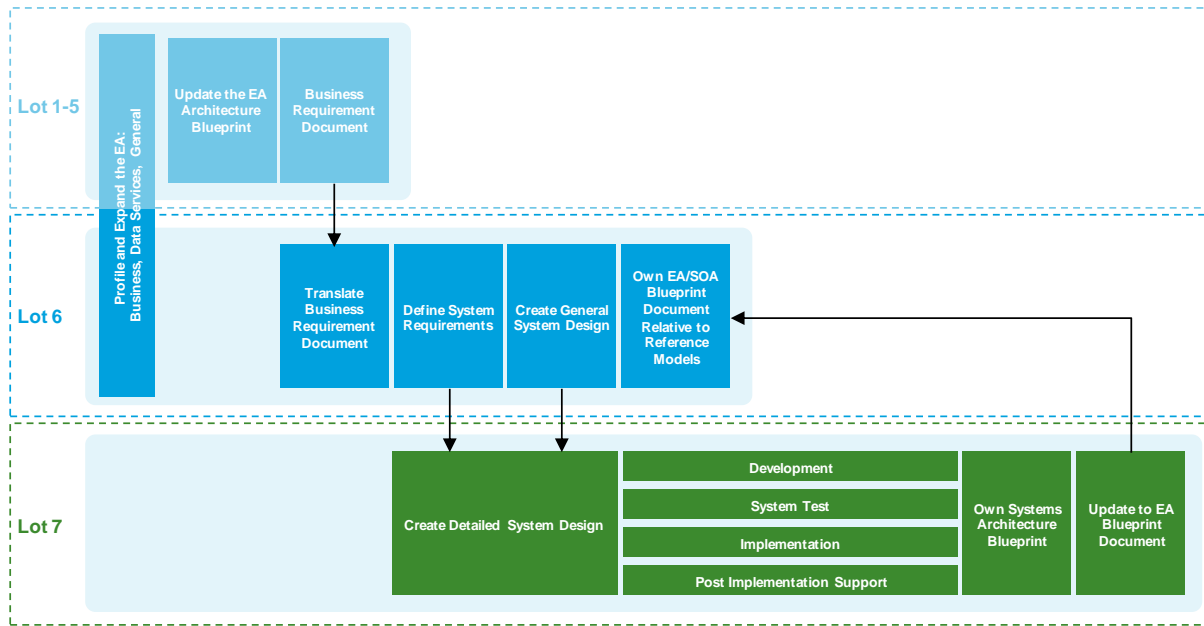
Deloitte understands the DPW environment and the steps that are needed to coordinate with BIS, the program offices, and other relevant stakeholders. With the new Lot model, it is crucial that vendors know how to work within this Lot model to accomplish DPW’s goals and objectives. Deloitte is uniquely positioned to serve as the Lot 6 offeror because we bring HHS experience from over 40 states and apply that experience and knowledge to conduct effective systems requirements sessions and produce comprehensive general systems designs, we understand your current environment and strategic vision and we have proven our ability to work collaboratively with other vendors in the DPW environment to accomplish, large complex systems initiatives.





The following Figure 6.3-11 provides a graphical representation of how the activities as described on **page IV-316 and IV-317** are coordinated across the different lot vendors. We as the Lot 6 offeror understand the need to bring together the Lots 1 – 5 vendors and Lot 7 vendor to cooperate on implementing the Departments key initiatives.

### Deloitte's Understanding of the Lot Interaction Model



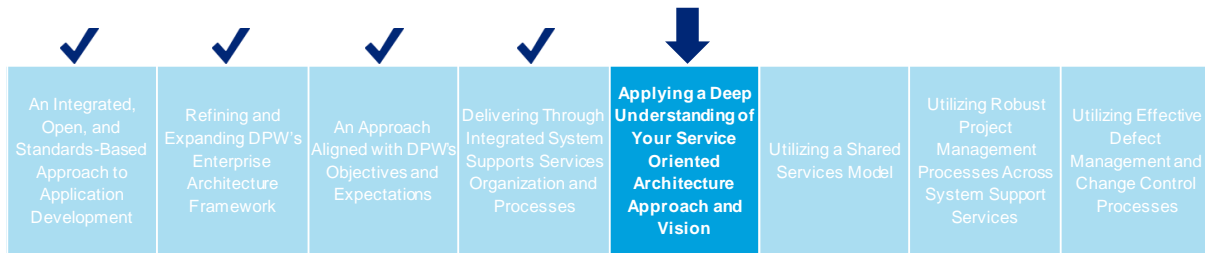
PA\_DPW-1371.2

**Figure 6.3-11. Deloitte's Understanding of the Lot Interaction Model.**

DPW requests a Lot 6 offeror who can work collaboratively with other Offerors. Not only has Deloitte proven our ability to do so, but our team has the functional and technical knowledge to make it happen.

Throughout the rest of our Lot 6 application maintenance and application modifications response, we provide further details as to our approach for coordinating with the other lot vendors and completing the lot 6 activities.

## Applying a Deep Understanding of Your Service Oriented Architecture and Vision



PA\_DPW-901e\_2

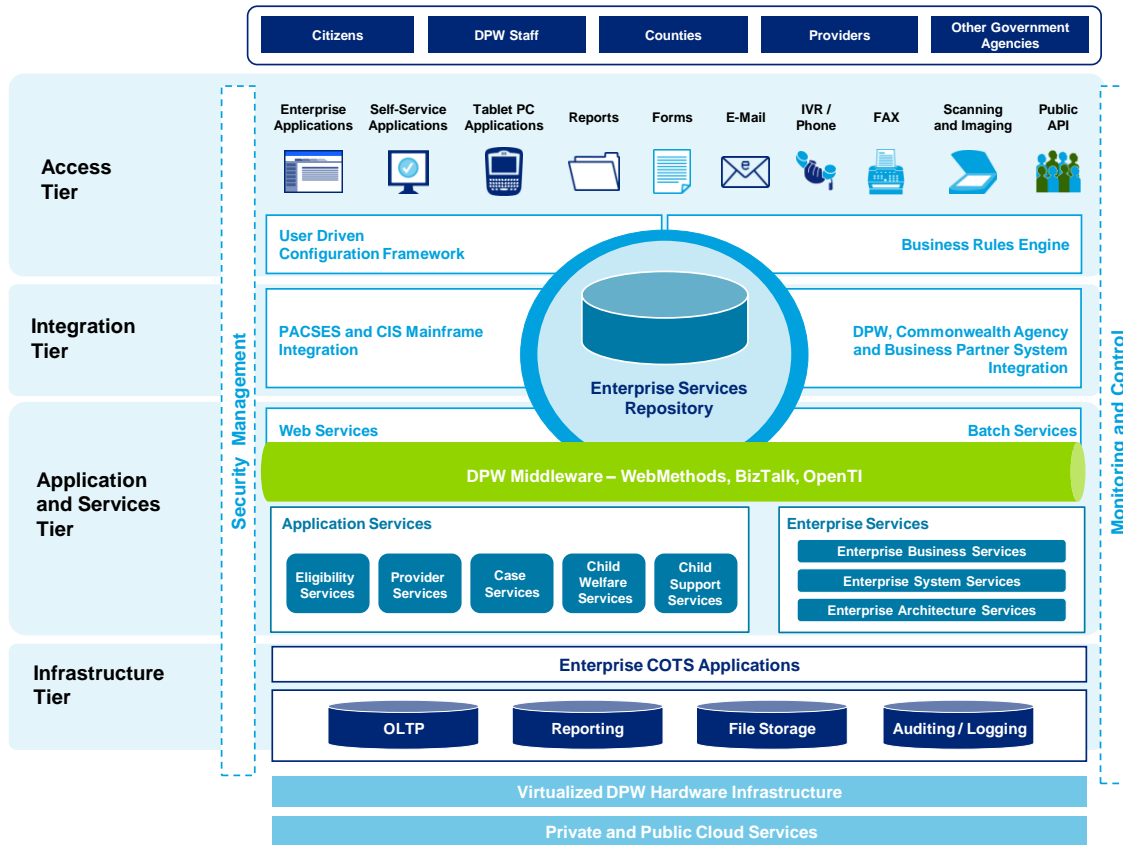
Deloitte assisted DPW in the development of its EA-SOA vision, approach and multi-phased implementation strategy, which is referenced on **page IV-317** of the RFP. Our team will continue to work collaboratively with DPW and the Lot 7 vendor to assist in strategic, tactical, and operational evaluations; planning for EA-SOA frameworks; and assisting in converting the approach into an executable strategy.

We support DPW as a technology leader and its EA-SOA vision as an enabler of increased efficiency, flexibility, and business transformation. The jointly developed vision embraces an integrated architecture as the foundation for building and implementing proven service-oriented and event-driven architectural approaches and technologies. The SOA-enabled architecture uses open standards and open platforms to integrate services, application components, operating systems, information entities, and hardware using the DPW EA as a guide, as depicted below.

### Have you heard?

10 Years of Deloitte, DPW, and SOA:

- H-Net was the origin of the DPW enterprise architecture and the foundation for the DPW SOA strategy. Deloitte was selected by DPW for the H-NET Project and worked side by side with DTE to evolve the architecture over the last 10 years.



PA\_DPW-883\_5

**Figure 6.3-12. Concept of EA-SOA Future State Vision.**

We embrace DPW's EA-SOA vision as an enabler of increased efficiency, flexibility, and business transformation.

The web services approach provides a customizable framework that promotes inter- and intra-department interoperability, data exchange, and extensibility resulting in lower life cycle costs and minimizing impacts of proprietary vendor technologies over time.

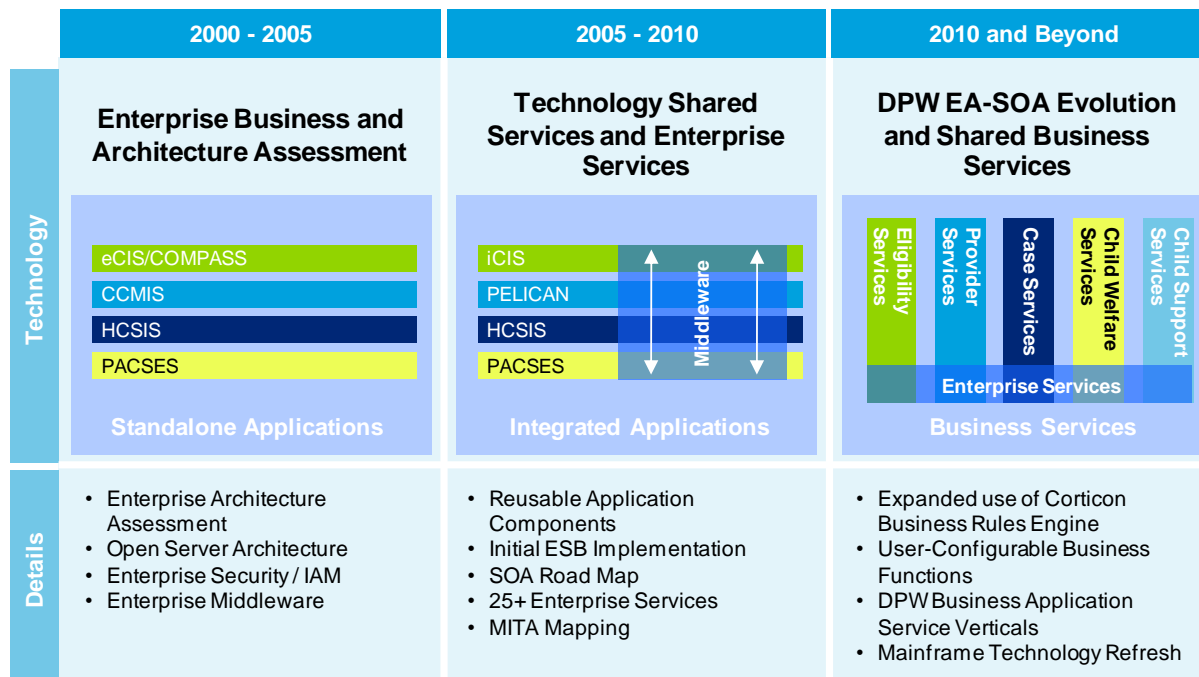
In the joint development in the EA-SOA strategy for DPW, DPW and Deloitte identified their guiding SOA principles. Then, recognizing the importance of understanding how we were going to achieve these principles, we defined our implementation approach for each. The figure below presents the 7 guiding principles DPW and Deloitte applied in defining the EA-SOA strategy for the Department.

SOA Principles	Solution Implementation Approach
<b>Adopt a business process approach for solution design that supports business and Information Technology (IT) linkage</b>	<ul style="list-style-type: none"> <li>• Use a business-driven approach to support end-to-end process design and service design</li> <li>• Use management and monitoring tools to provide visibility into the service life cycle and to drive continuous improvement</li> </ul>
<b>Apply a middleware methodology to federate inter- and intra-agency communications and data exchange</b>	<ul style="list-style-type: none"> <li>• Use an integration services component that provides connectivity and integration services, allowing developers to focus on business logic, and leads to code reduction, flexibility, and greater reuse.</li> </ul>

SOA Principles	Solution Implementation Approach
<b>Apply separation of layers and modular design approach to facilitate incremental adoption</b>	<ul style="list-style-type: none"> <li>Use layered architecture that addresses specific capabilities with each layer, and facilitates incremental implementation</li> </ul>
<b>Follow a component-based application development or extension model to facilitate reuse of shared components</b>	<ul style="list-style-type: none"> <li>Facilitate component-based service and application development or COTS extension, enabling developers to write testable and reusable code and enabling ease in COTS upgrades</li> </ul>
<b>Implement business and IT management and monitoring services to gain process visibility</b>	<ul style="list-style-type: none"> <li>Use SLA management, monitoring, and notification services provides business and IT users visibility into the business and IT processes to avoid process breakdowns from going undetected</li> </ul>
<b>Leverage open standards</b>	<ul style="list-style-type: none"> <li>Use open standards to implement DPW EA architecture capabilities, promoting architectural and technology consistency and minimizing impact of proprietary technologies</li> </ul>
<b>Leverage current capabilities and platforms to minimize additional investment</b>	<ul style="list-style-type: none"> <li>Enables services reuse, sharing and leveraging of existing IT assets and investments, reducing implementation costs and improving DPW asset ROI</li> </ul>

Figure 6.3-13. Guiding Principles for DPW EA-SOA.

This approach has helped DPW move from an environment of standalone applications to integrated applications. Under the new support effort, we propose building on the initial EA-SOA foundation we developed together as partners and taking the foundation to the next level of maturity, as depicted below.



PA\_DPW-884\_3

Figure 6.3-14. Multi-Phased EA-SOA Implementation Strategy.

We recommend working with DPW and the Lot 6 offeror to refresh and carefully plan these next critical phases of the EA-SOA implementation.

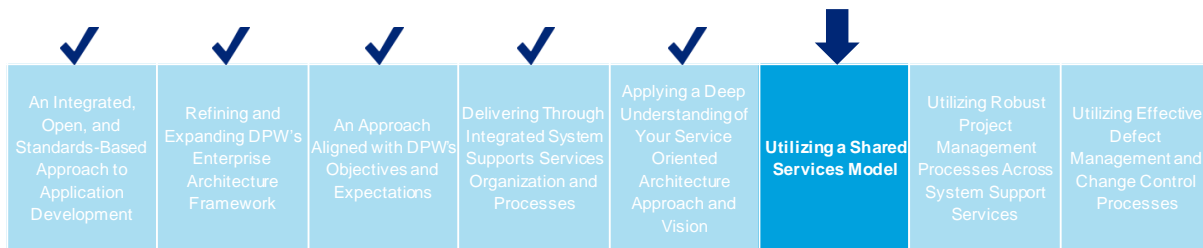
The transformation from DPW’s current state to this future vision results in a Solution which is centered on Business Services, designed to take advantage of common processes across existing systems, providing DPW with economies of scale and reusable components. Simultaneously, this vision involves the introduction of additional user-driven configurability, designed to decrease ongoing maintenance costs and accelerate the process of adapting to changing business rules.

To help evolve DPW’s EA reference models to the next level, we leverage not only the knowledge of our DPW Support Services team but also Deloitte’s Services Thinking frameworks and assets, Services Enabled Agility Methodology (SEBA), leading practices, and demonstrated SOA governance models from across the firm.

**Project Management Highlights:**

- Utilizes your Enterprise Project Management Methodology (ePMM4)
- Automated management of integrated project schedules through our Project Management Center (PMC)
- Quality of service based on CMMI and ITIL methods
- Performance and metrics based approach

**Using a Shared Services Model**



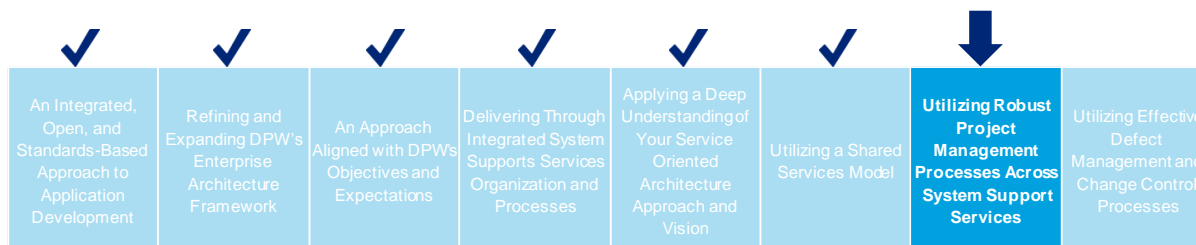
PA\_DPW-901f\_2

Over the past few years, DPW has successfully moved to a Technical Shared Support Services model, as described on **pages IV-317-318** of the RFP. This move has resulted in cost efficiency for DPW due to the sharing of resources and resulted in more efficient processes due to the specialization of resources and a single communication point for BIS technical staff. Deloitte has worked with DPW over the past few years to help achieve this success. Going forward, we believe we are able to help DPW further expand this concept of shared services throughout the DPW Enterprise and allow for resource sharing across project teams. Our team provides both direct technical support resources to DPW as well as shared technical resources to provide technical services to the Application Modifications and Application Maintenance teams.

Today, enterprise shared services are even more viable as DPW continues to be faced with an economic downturn, skill shortages, IT consolidation, and a service-oriented approach to system development. Shared Services result in a specialized set of resources who are specialists in their domain and can support multiple business areas which leverage that domain in a similar fashion. Shared Services result in an integrated team which follows a consistent set of processes across business areas. Finally, this team furthers DPW’s goal of an SOA model by aligning staff in an integrated team,

removing some of the traditional barriers of a system-focused team. More details regarding our team’s structure, reporting, processes, and communication can be found in *Section 6.6, Application/Systems Adoption and Operations Support*.

## Using Robust Project Management Processes Across System Support Services



PA\_DPW-901g\_2

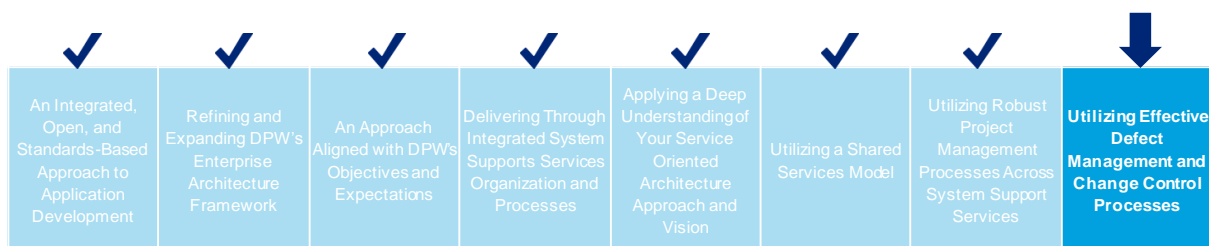
Successful design of large and comprehensive DPW systems requires a methodical approach to be employed by Deloitte, DPW teams, and other Lot vendors, as described on **pages IV-318-319** of the RFP. Coordinating this large number of team members, confirming that everyone understands their role and deadlines, and using the same approach to manage the project requires an over-arching development and management methodology. It helps everyone understand their key responsibilities and in what order critical project tasks must be accomplished.

Deloitte’s uses leading project management methodologies, tools, practices, approaches, knowledge repository from your methodology and other human services implementations and related technology solutions as the basis for our approach. Deloitte’s approach is to use your ePMM4 methodology which is the state standard for project management and couple it with our experience and leading practices in project management. The ePMM4 methodology is based on the Project Management Body of Knowledge (PMBOK).

Deloitte has provided overall project management and Project Management Office (PMO) support to many of the in-scope DPW applications for the past 10 years. This experience provides us with a unique perspective on the requirements for project management coordination across the application teams, and provides a strong baseline for helping DPW to integrate multiple vendors in the execution of this important project.

More details regarding our Project Management processes can be found in *Section 6.2, Project Management*.

## Using Effective Defect Management and Change Control Processes



PA\_DPW-901h\_2

As the Lot 6 offeror, our team brings a unique combination of business and technology experience in each of the 6 enterprise systems which allow us to efficiently contribute to the defect management process, which is described on **pages IV-319-320** of the RFP. As the Lot 6 offeror, our role in the Defect Management process is to coordinate with and provide input to the Lot 7 vendor, as requested by DPW, who has overall ownership of the defect management system and process.

More details regarding our Defect Management processes can be found throughout this section. In addition, *Section 6.4*, which is specific to the Maintenance processes, *Section 6.5*, which is specific to the Modifications and Enhancements processes, and *Section 6.8 Defect Management* contain additional details.

As described on **pages IV-320-321** of the RFP, the change control process is as important as a defect management process. Change happens on any project. When it does, it is important to have a change control process in place to confirm requests are properly prioritized and planned. We agree to discuss any maintenance and minor system enhancements through the change request, change control and software release management processes. Through working with you, we have realized how important it is to move as quickly as possible on changes of high priority.

Having a standardized and streamlined change control process is vital to moving changes quickly.

More details regarding the Change Control processes can be found throughout this section as well as *Section 6.2, Project Management*.

Our past and current successes provide DPW with a firm that demonstrates repeatable, positive results for our clients. We feel this evidence is paramount when considering an HHS solutions integrator for a project of this size and complexity. To demonstrate our direct and relevant project experience, we feel there is no better voice than you hearing from our clients. On the following page, we are pleased to present DPW with a letter of reference from one of your peers demonstrating our capabilities and character in delivering successful and tangible results in the Health and Human Services programs and IT.





Nicholas A. Toumpas  
Commissioner

Terry R. Smith  
Director

STATE OF NEW HAMPSHIRE  
DEPARTMENT OF HEALTH AND HUMAN SERVICES  
DIVISION OF FAMILY ASSISTANCE

129 PLEASANT STREET, CONCORD, NH 03301-3857  
603-271-4580 1-800-852-3345 Ext. 4580  
FAX: 603-271-4637 TDD Access: 1-800-735-2964

August 14, 2010

To Whom It May Concern:

Deloitte Consulting has supported the State of New Hampshire's automated public assistance system, New HEIGHTS, since October 1996. New HEIGHTS is a comprehensive eligibility, provider and case management solution that addresses major human services programs including Medicaid, cash assistance, food assistance, long term care, child care, adoption subsidy and foster care.

During our 15 year relationship, Deloitte has been a true partner helping us overcome challenges and innovate with creative ideas and solutions. Deloitte consistently goes beyond expectations providing value that has made our long standing relationship a win-win.

The strength of the original system architecture has proven to be scalable and flexible supporting program and client growth. As we look to extend our investment in New HEIGHTS, Deloitte has demonstrated that they can fly the plane and perform major upgrades "while airborne".

Beginning in September of last year we started the deployment of our new document imaging and workflow solution. This system combines the best of cutting edge technology, integration with case management and wholesale improvements to DFA's business processes. The result has been transformative with an impact similar to that of the initial implementation of New HEIGHTS. Case workers and management are more productive, proactive and happier. Beyond the near term benefits, these enhancement have positioned DFA to further transform the way we do business with specialized teams, regional support centers and other natural extension of work management without boundaries.

Deloitte is also deploying a next generation self service solution that will change the way we engage with clients and partners. At the same time they are upgrading the original solution replacing PowerBuilder and COBOL with a new Java based solution. Our confidence in Deloitte and need to reduce operating costs is also driving consolidation of systems and functions from other silo's into New HEIGHTS beginning with components of Child Support Enforcement and long term care intake.

The most impressive element of all of these initiatives is Deloitte's unwavering commitment to smooth daily operations and the core system enhancement we regularly deploy to meet the ever changing needs of DFA and DHHS. The Deloitte staff helps us meet these challenges as one team. Not only are they technically proficient, but they also possess an in-depth knowledge of our business. In addition, they leverage the strength of their corporation by providing specialized resources, sharing corporate capabilities and facilitating knowledge and product transfer across States. This adds tremendous value in support of new initiatives at all levels of the organization.

*The Department of Health and Human Services' Mission is to join communities and families in providing opportunities for citizens to achieve health and independence*

PA\_DPW-1315a



PA Reference

2

In all our interactions we have found Deloitte to be extremely flexible and accommodating. They are very professional in their approach and produce quality results that have consistently exceeded our expectations. The atmosphere of the project has reflected this partnership as all of us together are working toward the same goal of making the system meet the needs of the State of New Hampshire.

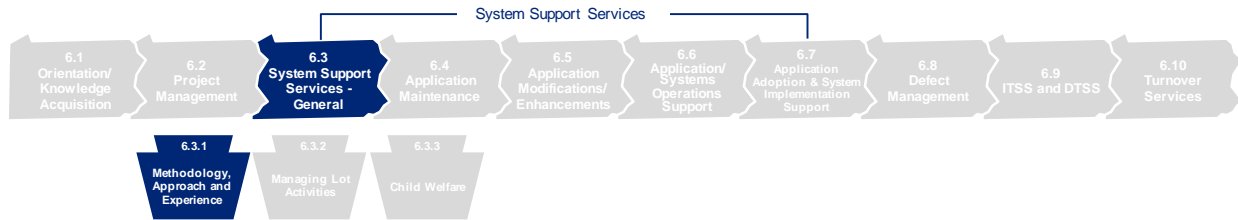
Sincerely,

A handwritten signature in cursive script that reads "Laurie Snow".

Laurie Snow, New Heights Project Manager  
Division of Family Assistance

PA\_DPW-1315b

## 6.3.1 Methodology, Approach and Experience



PA\_DPW-203a\_5

<b>II</b>	Page <b>II-3</b>	RFP Reference: II-3. Work Plan
-----------	---------------------	--------------------------------

Where possible, the Offeror should provide specific examples of methodologies or approaches that will be used to fulfill the various requirements, how these methodologies will be adapted for this contract and implemented, and examples of the Offeror's similar experience and approach on comparable projects. This discussion should include a description of Offeror's experience with Service Oriented Architecture (SOA) methodologies, Enterprise Architecture (EA) methodologies, large-scale, complex system takeovers, implementations, maintenance and operations, and turnovers, as appropriate. This discussion should also include a description of the Offeror's experience and methodologies associated with strategy and planning, application support services, and, systems architecture services, technical services when relevant to the proposed Lot(s).

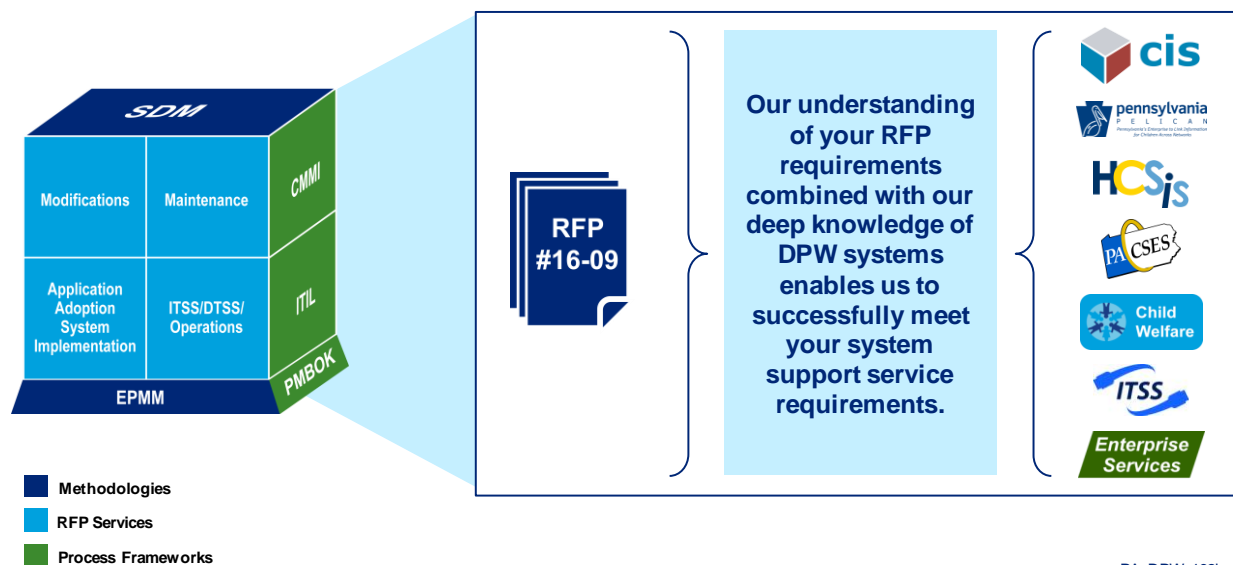
### Methodology, Approach and Experience

Over the last several years, DPW has undertaken an evolutionary and progressive approach to delivering valuable services to the citizens of the Commonwealth. During that time, the Department has realized its goals through implementation of a collection of integrated systems that serve as a vital foundation for service delivery and day-to-day operations.

In order to continue to meet the increasing demand for services while effectively managing delivery costs, we understand and support DPW's objective to further its transition to an enterprise-level approach for developing and maintaining these systems. Integral to that strategy is the adoption of a comprehensive, integrated and shared services-based methodology for delivering System Support Services including major systems modifications, routine maintenance, and operations.

Have you  
heard?

Pennsylvania Department of Labor & Industry was recognized for exemplary interagency cooperation and vision in establishing its Enterprise Identity and Access Management Project. This project provides consistent security across agencies, improved self-service, user privacy and enhanced usability.



PA\_DPW-162h\_4

**Figure 6.3-15. DPW IT Methodology**

Our methodology leverages core standard-based components to form a cohesive foundation to support stable delivery of System Support Services across in-scope applications.

Our proposed DPW IT Methodology provides an open, adaptable and scalable approach for managing multiple and varied work streams that encompass the full spectrum of Department requirements and systems. The methodology provides a standards-based framework for project management and software development that uses your ePMM4 methodology as its foundation, coupled with your Software Development Methodology (SDM) to deliver System Support Services for the in-scope systems. The methodology also incorporates our own abbreviated SDM, which provides for a flexible approach to completing the phases and deliverables of development initiatives based on the specific needs and complexities of the project. This innovative approach enables accelerated delivery and efficiency while adhering to a common, structured methodology. For added value, components of the ITIL and CMMI industry standards are leveraged to effectively manage services delivery quality and provide a structure for continuous improvement over time.

Our DPW IT Methodology has evolved over the past few years and has combined Deloitte’s internal SDLC methodology with what you have asked for in our existing contract and this RFP with industry-recognized leading practices. Some examples of how our methodology has incorporated DPW’s requirements and industry leading practices from process frameworks include:

- **SDM.** This has evolved over time, to align with DPW’s preferred waterfall methodology, the introduction of an abbreviated SDM, and the deliverables within each SDM phase. Deloitte has worked closely with DPW over the past few years to continue to refine these processes, drawing upon lessons learned from within DPW and from our larger technology practice.
- **CMMI.** In recognition of the value of continual process improvements, Deloitte began the process to become CMMI (at the time, CMM) certified for the work on our DPW



projects. The certification of our DPW projects as CMMI Level 3 was a milestone in this process, as it represented the external recognition of our success in assessing our performance, establishing baselines and growth goals, and implementing process improvements activities to improve our services to DPW.

- **ITIL.** In 2009, DPW recognized that they needed a methodology for their internal operational processes that support the application development processes and methodology. Deloitte’s Specialist Leader, Randy Steinberg, one of the major contributors to ITIL Version 3, was provided to help educate DPW on ITIL and help align organization with ITIL and prioritize activities accordingly. One of these steps was to identify the processes that DPW provides. The prioritization identified the services that DPW felt was most important to get up and running in the ITIL framework.

The components of the DPW IT Methodology provide a complex structure for delivering critical System Support Services using rigorous, industry-standard processes and tools for project management and software development, as well system implementation and operational support. Given the complexities of the model, it is important to distinguish between the purpose and role of each methodology and process framework and how they are used to support the proposed System Support Services. The following table describes the components of ePMM4 and SDM and highlights the major processes and tools that are expected to be used.

	Description	Processes	System Support Services Usage
<b>ePMM4</b>	<p>Consistent approach for managing and controlling project activities from inception through implementation.</p> <p>Supports common processes and tools to drive deliverable quality, mitigate risks and optimize resource efficiency and effectiveness.</p>	<p>Detailed tasks and activities under 5 major project phases:</p> <ul style="list-style-type: none"> <li>• Strategy: Define project proposal, approach and cost</li> <li>• Initiation: Document business requirements, identify governance team</li> <li>• Planning: Define work plan and scope. Establish target dates</li> <li>• Execution and Control: Development, testing and implementation of new/changed software</li> <li>• Close Out: Knowledge transfer, lessons learned, finalize contract</li> </ul> <p>Governance processes to:</p> <ul style="list-style-type: none"> <li>• Coordinate cross-program office activities</li> <li>• Validate project scope</li> <li>• Manage issues and risks</li> </ul>	<ul style="list-style-type: none"> <li>• Application Modifications</li> <li>• Application Maintenance</li> </ul>
<b>SDM</b>	<p>Provides for a full sequential SDLC work pattern based on a</p>	<p>Detailed tasks and activities under major project phases,</p>	<ul style="list-style-type: none"> <li>• Application Modifications</li> <li>• Application Maintenance</li> </ul>

	Description	Processes	System Support Services Usage
	modified waterfall approach. The logical sequence of SDM events emphasizes decision processes to guide a useful, cost-effective system. The SDM approach includes a logical order of events. It begins with establishing the justification for initiating a systems development or maintenance effort and concludes with system disposition.	<p>which include a focus on:</p> <ul style="list-style-type: none"> <li>• Requirements</li> <li>• General System Design</li> </ul> <p>Other key phases include:</p> <ul style="list-style-type: none"> <li>• Detailed System Design</li> <li>• Development</li> <li>• Testing</li> <li>• Deployment</li> <li>• Implementation</li> </ul>	

**Figure 6.3-16. Deloitte’s Methodologies Contain Well-Defined Detailed Processes Used to Support System Services.**

In addition to using ePMM4 and SDM, our team applies several process frameworks to align our work against industry leading practices. A description of the frameworks, the processes they support, and their applicability across each of our teams is provided in the figure below.

	Description	Processes	System Support Services Usage
<b>CMMI</b>	CMMI focuses on the ability to assess performance, establish baselines and growth goals, and implement process improvements activities to improve client services. We infuse CMMI throughout our delivery of the work plan to improve productivity, quality, and reduce cycle time.	<p>Use process metrics/assessments to establish baselines from which to determine the improvements necessary to:</p> <ul style="list-style-type: none"> <li>• Better align business and technical strategies</li> <li>• Reuse common resources</li> <li>• Refine and expand the Department’s EA model.</li> </ul> <p>Apply CMMI principles to continuously monitor and improve defect density ratios from the prior release’s baseline, ultimately achieving higher level of software quality.</p>	<ul style="list-style-type: none"> <li>• Application Modifications</li> <li>• Application Maintenance</li> <li>• ITSS/DTSS/Operations</li> </ul>



	Description	Processes	System Support Services Usage
<b>ITIL</b>	ITIL is a leading practice framework drawn from both the public and private sectors internationally. It describes how to organize IT resources to deliver business value, documenting the processes, functions and roles of service management.	Leverage ITIL practices and guidelines to facilitate efficient services management and development. Our standard operating procedures, guidelines, and service delivery tools incorporate ITIL-based process flows and practices.  Continue to assess DPW's current IT processes using the ITIL framework. Using our team's experience with ITIL, we provide specialist assistance to evolve DPW processes to the next level. Our team supports the Department's annual baseline ITIL assessments and in building a roadmap for refinement/expansion targets.	<ul style="list-style-type: none"> <li>• Application Maintenance</li> <li>• ITSS/DTSS/Operations</li> </ul>
<b>PMBOK</b>	PMBOK is the global standard for accepted project management processes and procedures.	Continue to review and compare the standards, processes and methodologies recommended by the Project Management Institute (PMI), Project Management Body Of Knowledge (PMBOK) against ePMM	<ul style="list-style-type: none"> <li>• Application Modifications</li> <li>• Application Maintenance</li> </ul>

**Figure 6.3-17. Deloitte’s Process Frameworks Contain Well-Defined Detailed Processes Used to Support System Services.**

Additional details about our use of the ePMM4 methodology for project management can be found in *Section 6.2, Project Management*. *Section 6.0, Work Plan*, further explains our use of SDM for software development, as well as the use of leading practices from the CMMI and ITIL standards.

## Approach

The DPW IT Methodology intelligently applies the appropriate people, processes and tools to deliver a variety of System Support Services to meet the unique requirements and demands of each of the in-scope systems. The DPW IT Methodology supports a comprehensive approach to delivering consistent, world class services that encompass the major DPW work streams and in-scope systems.

- **Orientation/Knowledge Acquisition.** These services include the knowledge acquisition, comprehensive domain understanding, transition activities of the in-scope systems and independently providing life cycle management and maintenance support



activities. Deloitte's collaboration with the Commonwealth over the last 30 years uniquely positions us to forgo a transition time as the selected Lot 6 offeror. Given our culture to working collaboratively and maintaining clear communications, we are committed to work with the selected vendors for each lot activities as needed for these areas.

- **Application Modifications.** These services include the prioritization, planning, development and implementation of major system modifications and enhancements, managed through uniquely defined individual and multi-vendor IT projects. These services are expected to be used to meet key Department objectives to improve service offerings to citizens, while controlling costs through increased operational efficiencies.

Our proposed Application Modification services provides the development methodology, standard tools, skilled resources and delivery experience to support continued expansion and enhanced integration of DPW's suite of business applications. Additional details about our approach for Application Modification services can be found in *Section 6.5, Application Modifications/Enhancements*.

- **Application Maintenance.** Includes the responsive and timely support of in-scope DPW production systems required to sustain optimal business operations, while maximizing the use of the Department's technology investment. Application Maintenance services provide a vital role in maintaining high citizen service levels during future periods of expected growth and expansion.

Our proposed Application Maintenance services leverages standard activities used at DPW today to correct application defects and implement minor system enhancements that are configurable (e.g. reference tables). Maintenance activities also include technology-driven changes in accordance with software and hardware licensing. In addition, we expand upon current leading practices to promote increased cross-program office coordination and cross-application integration. Additional details about our approach for Application Maintenance services can be found in *Section 6.5, Application Maintenance*.

- **Operations Support through a Shared Services Model (ITSS/DTSS).** DTSS and ITSS services are provided by a unified shared services team which, under the direction of DPW, enables the right resources to be employed at the right time to address the Department's strategic, tactical, and operational IT needs. The role of the ITSS/DTSS/Operations services is to assist with key day-to-day operational activities.

Key Staff Spotlight  
**Suguna  
Sundaravadivel**



*"I have tremendous pride in the work we do for the children of Pennsylvania. We continue to provide features that evolve with legislation and are now working towards more advanced reporting with ELN which will help us advance the program. It's a great feeling knowing the impact we have making children's lives better."*



In conjunction with the Application Modifications and Maintenance services, the ITSS/DTSS/Operations services works in tandem to determine that business requirements are satisfied, technical standards are followed, and required supporting documentation is properly updated and annotated. These services leverage a consistent communication strategy to confirm that vital information is exchanged clearly and accurately, and that the proper tools and processes are used to coordinate cross-team activities.

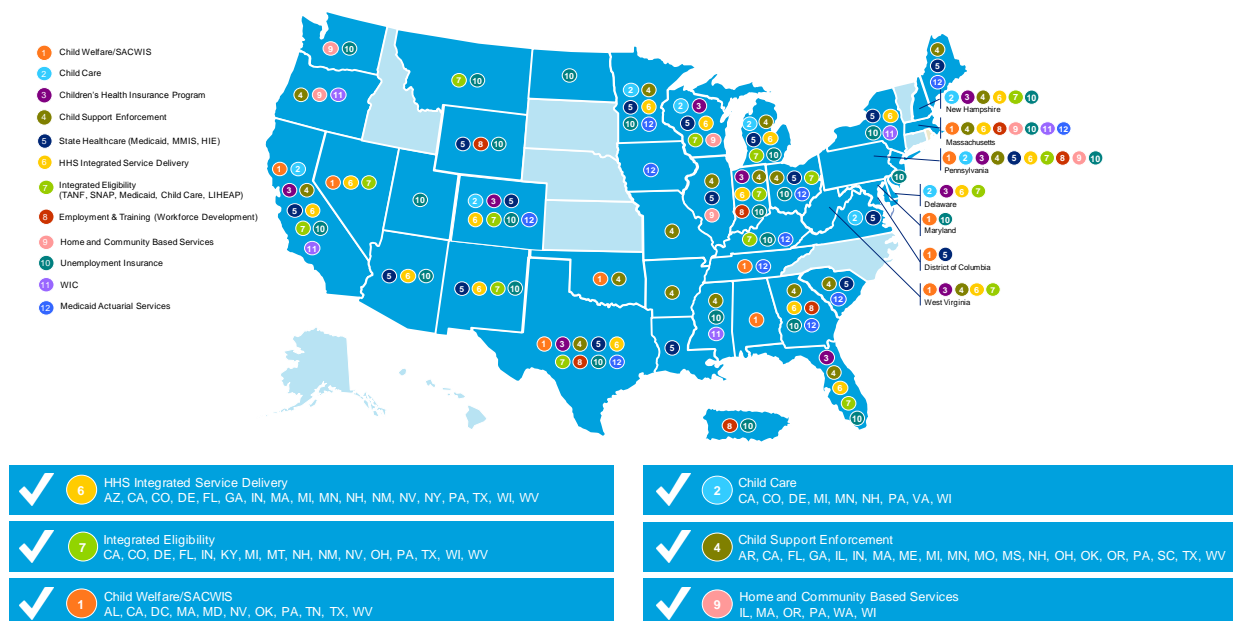
Clearly, the proposed ITSS/DTSS/Operations services play a central role in achieving the DPW Enterprise System Strategy. The ITSS/DTSS/Operations group promotes and refine the Enterprise Architecture and the Service Oriented Architecture that guides future DPW software and hardware solutions. They are responsible for identifying and supporting the standard processes and tools that can be used to expand system integration through required program-office and project team coordination.

Equally, the proposed shared services model will be the foundation for the Department's achievement of additional key objectives such as decreased costs, improved resource performance and utilization, and greater economies of scale. Additional details about our approach for these innovative services can be found in *Section 6.6, Application/System Operations Support*, and *6.9, ITSS and DTSS*.

## Experience and Examples

Deloitte has worked with over forty states to support Health and Human Services (HHS) projects. We are distinguished by the number of dedicated professionals, services successfully provided, and award-winning implementations our clients have earned in collaborating with us to solve complex business problems. Additional information about our practice is available at [www.deloitte.com/hhs](http://www.deloitte.com/hhs).

### Deloitte's National Health & Human Services Experience



PA\_DPW-171\_3

**Figure 6.3-18. Deloitte's National Health and Human Services Experience.**

The breadth of our experience working with the Commonwealth and other states across the nation uniquely positions us to serve DPW's Lot 6 activities.

Deloitte has earned a reputation of superior performance in successfully designing, developing, implementing, modifying, and maintaining numerous large-scale automated systems on a national-level in the Health and Human Services Industry. We have helped many of our clients deliver valuable federal and stated funded services to millions of eligible constituents within their state. Equally, through our experience we have continued to develop unparalleled knowledge and experience in the delivery of these services that has enabled us to assume an IT leadership position in the industry. We have served, or are currently serving, HHS agencies within 42 states providing similar services as we are to DPW: application modifications, maintenance, and operations and technical support.

Deloitte has a long history of providing cutting-edge system support services to HHS agencies over the past 35 years. As the following table illustrates, our achievements span multiple decades, states, business areas, and technologies. As evidenced by the significant events we have been part of in HHS over the past thirty-five years as listed below, Deloitte will not be "cutting our teeth" on DPW's vital enterprise systems.

Year	Deloitte's Firsts and Innovations
2009	<ul style="list-style-type: none"> <li>One of the first statewide J2EE IE and case management systems</li> </ul>
2007	<ul style="list-style-type: none"> <li>First child support system built with using Custom-Off- the-Shelf (COTS)/ Enterprise Resource Planning (ERP) technology</li> </ul>
2006	<ul style="list-style-type: none"> <li>First child support data warehouse to win multiple awards and federal recognition</li> <li>First J2EE, self service portal to provide access to Food Stamp and Medicaid benefit information to clients</li> </ul>



Year	Deloitte's Firsts and Innovations
2005	<ul style="list-style-type: none"> <li>The first incremental, web front-end, mainframe back-end, IV-A case management system</li> </ul>
2004	<ul style="list-style-type: none"> <li>First Internet-centric Unemployment Insurance Benefits system in the US</li> </ul>
2003	<ul style="list-style-type: none"> <li>One of the first J2EE Web-based, server-based, integrated eligibility and case management systems</li> </ul>
2002	<ul style="list-style-type: none"> <li>First fully integrated National Electronic Disease Surveillance System (NEDSS) in the country</li> </ul>
2001	<ul style="list-style-type: none"> <li>The Common Point Access to Social Services (COMPASS) solution set, a Web-based application, designed to extend the accessibility of the social service application process to public users and business partners. COMPASS is currently used in 3 states, 1 Federal Agency, and hundreds of counties.</li> </ul>
2000	<ul style="list-style-type: none"> <li>First vendor to integrate data brokering functionality into a Web-enabled integrated eligibility solution</li> <li>First integrated provider entry-enabled system</li> </ul>
1999	<ul style="list-style-type: none"> <li>One of the first client/server, integrated eligibility systems</li> <li>Implemented change center case management functions in existing eligibility environment</li> <li>First federally compliant SACWIS in US</li> </ul>
1998	<ul style="list-style-type: none"> <li>Implemented first data warehouse for welfare reform</li> </ul>
1997	<ul style="list-style-type: none"> <li>First data warehouse for labor market system</li> <li>Internet-enabled access to child welfare information</li> </ul>
1995	<ul style="list-style-type: none"> <li>First fully implemented statewide Automated Child Welfare Information System (SACWIS)</li> </ul>
1994	<ul style="list-style-type: none"> <li>First EBT engagement to incorporate final "Reg. E" decision</li> </ul>
1992	<ul style="list-style-type: none"> <li>First stateside integrated eligibility system to implement relational database management systems</li> <li>First eligibility system to use PC-based application development environment</li> </ul>
1991	<ul style="list-style-type: none"> <li>First model county welfare system for California</li> <li>First successful large-scale system transfer</li> </ul>
1989	<ul style="list-style-type: none"> <li>"Best Practices" FAMIS system</li> <li>First eligibility system to use integrated CASE environment</li> <li>First eligibility system to automate the "Standard Filing Unit" process</li> </ul>
1985	<ul style="list-style-type: none"> <li>First point-of-sale food stamp issuance system</li> </ul>
1982	<ul style="list-style-type: none"> <li>First fault-tolerant data center in Health and Human Services environment</li> </ul>
1981	<ul style="list-style-type: none"> <li>First integrated Medicaid Management Information System (MMIS) and FAMIS system</li> </ul>
1977	<ul style="list-style-type: none"> <li>First eligibility-type system</li> </ul>

**Figure 6.3-19. Deloitte's Has Played a Significant Role in Important HHS Innovations over the Past 35 Years.**

In addition to our broad HHS experience, Deloitte brings the experience of our technology practice to DPW. With over 8,000 practitioners in our Technology Practice in



the United States, we bring knowledge in a variety of disciplines which are of direct application to the services we provide to DPW as part of Lot 6. These service areas allow Deloitte to deploy specialized resources as meet the needs of our client and illustrate our ability to support a wide variety of requirements through different technical solutions.

### Deloitte's Extensive Technology Practice

#### Deloitte Services

Technology Strategy & Architecture	Information Management	Package Technologies	Systems Integration	Technology & Process Management	Other Technology
<ul style="list-style-type: none"> <li>Technology Innovation</li> <li>IT Strategy &amp; Alignment</li> <li>Enterprise Architecture</li> <li>IT Effectiveness &amp; Operations</li> <li>Application Strategy and Selection</li> <li>Data Center &amp; Technology Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Business Analytics</li> <li>Business Intelligence / Data Warehousing</li> <li>Enterprise Content Management</li> <li>Master Data Management</li> <li>Performance Management Technology</li> </ul>	<ul style="list-style-type: none"> <li>SAP Package Technologies</li> <li>Oracle Package Technologies</li> <li>Salesforce.com, Lawson, Contact Center, SCM Packages</li> <li>Emerging Packages and Solutions</li> <li>Web Enabled Transformation</li> <li>Portal Technology</li> </ul>	<ul style="list-style-type: none"> <li>Custom Development</li> <li>Services Oriented Architecture (SOA) and Integration Architecture</li> <li>Solution Analysis and Design</li> <li>Program Management</li> <li>Testing</li> </ul>	<ul style="list-style-type: none"> <li>Application Managed Services:                             <ul style="list-style-type: none"> <li>Info Mgmt/ BI</li> <li>SAP</li> <li>Oracle</li> <li>Systems Integration</li> </ul> </li> <li>Extended Business Office Solutions</li> <li>Operations Support Services</li> </ul>	<ul style="list-style-type: none"> <li>Security &amp; Privacy Strategy &amp; Management</li> <li>Security &amp; Privacy Technology Integration</li> <li>eXtensible Business Reporting Language (XBRL)</li> <li>Analytic &amp; Forensic Technology</li> </ul>

#### Deloitte External Recognition

<ul style="list-style-type: none"> <li>Rated Top Firm in IT Org Redesign by Forrester in 2009</li> <li>Kennedy Vanguard ITSP provider – a leader for IT Strategy and Planning consulting</li> <li>Rated Leader in IT Strategy and Planning by Gartner</li> <li>Top Rated by Forrester for IT Cost Reduction in 2009</li> </ul>	<ul style="list-style-type: none"> <li>Rated by Gartner in the top quadrant for BI and Performance Management in 2008</li> <li>Awarded 2009 Partner of the Year by IBM, Oracle and SAP</li> <li>Received Informatica Innovation Award for Nationwide Insurance's Enterprise Data Integration Implementation</li> <li>Received Computer World Honors Award for Enterprise Data Warehouse Implementation at Ethicon-Endo Surgery (J&amp;J)</li> </ul>	<ul style="list-style-type: none"> <li>Awarded Oracle's Partner of the Year 2006, 2007, 2008, &amp; 2009; 11 Titan awards in the past 4 years</li> <li>Awarded SAP's Partner of the Year; received multiple Pinnacle, Diamond, Alliance, Excellence awards</li> <li>Received Salesforce.com's Appy Award for Large Enterprise Deployment</li> <li>Received Adobe Solutions Partner Recognition Award (Sysco)</li> <li>Gartner Magic Quadrant; Forrester "Leader" awards</li> </ul>	<ul style="list-style-type: none"> <li>Services Thinking initiative resulted in Deloitte being named a leader in the SOA and BPM space by Gartner, Forrester, and IDC</li> <li>Certified CMMI level 3 in the US; CMMI level 5 in India</li> <li>Leader in Forrester Wave for Systems Integrators</li> <li>Won the 2009 Computerworld Laureate Award for DIR EAMS project</li> <li>Received HP's 2008 Partner Excellence Award for Enterprise Application Quality Testing</li> </ul>	<ul style="list-style-type: none"> <li>Completed successful SAS 70 Type II Audit</li> <li>Resources certified in ITIL V3</li> </ul>	
--	---	--	---	---	--

PA\_DPW-1124\_3

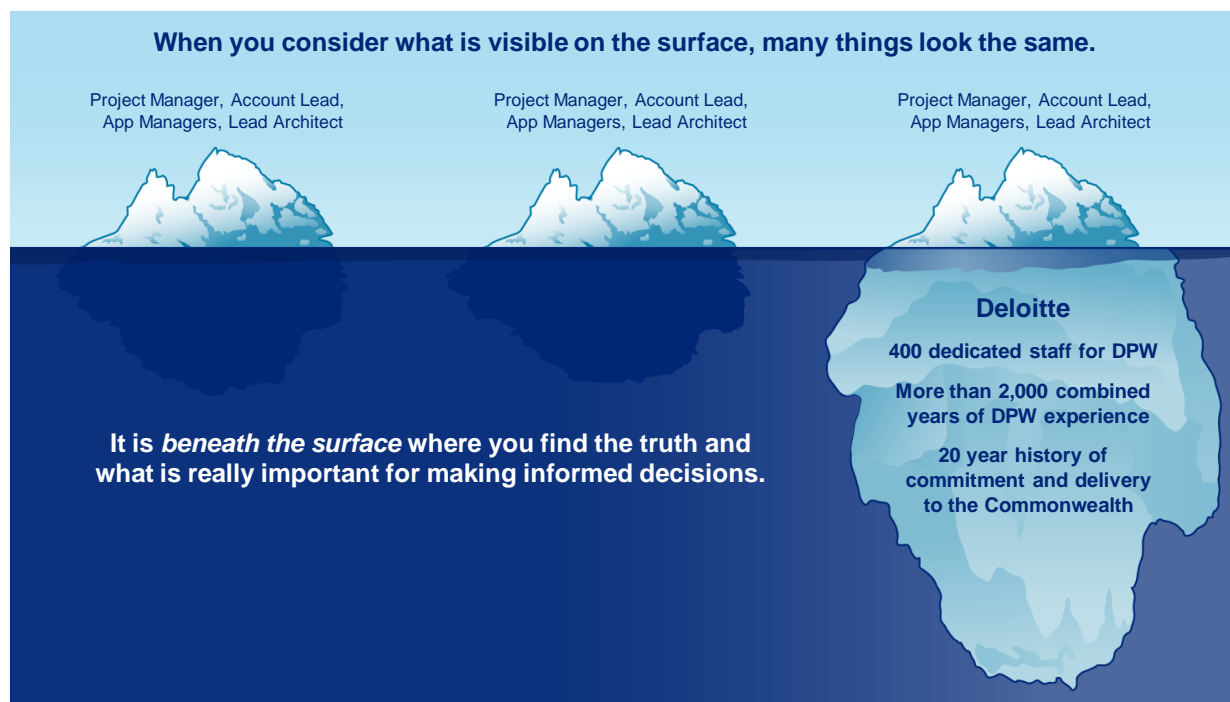
**Figure 6.3-20. Deloitte's Externally-Recognized Technology Practice.**

Deloitte's Technology Practice consists of 6 Service Lines, encompassing a variety of services, is consistently recognized as a Technology Leader by third party organizations.

Even more important than our HHS and technical practice, Deloitte possesses unparalleled knowledge of and experience with the DPW projects during a partnership that has lasted 30 years. As the current systems integrator, we have developed an intimate knowledge of your operations and the systems used to support them. Our

experience has enabled us to establish an understanding of your business that spans from the unique needs at the program office-level to the comprehensive and integrated enterprise-level. Equally important is the strong, unique, and collegial relationship that the Department and Deloitte have established on these shared initiatives over the past several years.

With our team, we have experience and a proven track record with the Commonwealth. Our team's experience is most represented by not just the experience of a handful of key staff but instead by the collective experience of 400 existing DPW-dedicated staff. That experience represents proven delivery of more than 2,000 years of working with DPW.



PA\_DPW-004\_2

**Figure 6.3-21. Deloitte's Experience with DPW.**

Our team's combined 2,000 years of experience with DPW represents a much deeper experience, allowing us to provide the required level of support and commitment to DPW.

While our competitors may present a team which appears to meet DPW's requirements for this RFP, the characteristics of their team and ours are not as similar as they may appear. When you look closer, you begin to see the depth of our experience. It is this depth and strength of our team which differentiates our team from the teams of our competitors and which will help support DPW in the years ahead. The depth of our team is built upon:

- **400 Dedicated Staff for DPW.** This represents 400 staff who are currently working for DPW. The depth of our team extends far beyond three to five key personnel with relevant experience.



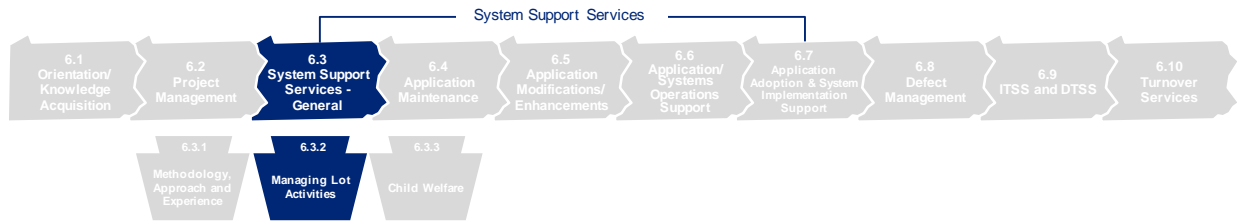
- **More than 2,000 Years of Combined DPW Experience.** Our team has over 2,000 years of experience working with you; through these years, we have gained a tremendous amount of knowledge regarding your business, your technical environment, and your processes.
- **20 Year History of Delivering for Pennsylvania.** We have demonstrated our commitment to Pennsylvania through the past 20 years, through consistent high-quality delivery. We are committed to helping you succeed. As a global company with a strong, established local presence, we are invested in the success of DPW and the critical services you provide to the people of Pennsylvania.

No vendor has a better understanding of DPW's business and technology needs than we do. And no other vendor can match our demonstrated track record of success for delivering the types of System Support Services that the Department relies upon to achieve its strategic goals and objectives. Without this experience, any other vendor puts the Department at significant risk to transition the DPW systems that are vital to delivering critical services to Pennsylvania's most needy people.





## 6.3.2 Managing Lot Activities



PA\_DPW-203b\_5

II	Page II-2	RFP Reference: II-3. Work Plan
----	-----------	--------------------------------

Provide a description of the Offeror's plan and approach for managing the Lot's Required Activities and Tasks.

With our experience with DPW and nationally in Health and Human Services, no single competitor can match our capabilities with respect to both system requirements and general systems design. Our market leading approach supports our successful management of extremely complex projects. Our systems integration practice with strong domain knowledge on HHS delivers both advisory and implementation services that can provide DPW with comprehensive solutions to help them better manage Lot 6 activities and the critical business of information technology, including their technology organization and their portfolio of technology assets.

**Have you heard?**

Deloitte has delivered all of the design artifacts required of the Lot 6 offeror for DPW's enterprise systems since 2006. We are well prepared to provide them in the future at reduced cost and risk.

The following table provides a snapshot of the features and benefits of our approach to effectively managing Lot 6 activities for system support services.

Features	Benefits
No learning curve for management activities	Given our experience, and understanding our management team can hit the ground running. Bringing together experienced systems integrators, domain area SME to manage complex projects. Deloitte has depth and capabilities to engage individuals with the required skill sets, subject matter knowledge, and quality assurance process experience to meet the business needs and long-term goals of DPW
PMO experience since inception	Given our exposure to DPW's business practices and familiarity with the organization and culture, we understand the current process and how it evolved. We can help DPW avoid pitfalls of changes as IT processes evolve further.

Features	Benefits
Quality is built into every process	<p>Deloitte's Quality Assurance approach is integrated into our overall project management approach, and seeks to objectively evaluate the project delivery process and effectiveness of processes and activities to improve service and reduce the need for failure-responsive activities.</p> <p>It is based on and compliant with IEEE standards, Software Engineering Institute (SEI) for the Capability Maturity Model Integration® (CMMI®), and other industry standards that guide quality assurance</p>
People that you know and trust	<p>There is no need to start from scratch to build relationships. Understanding the organization and awareness of operational practices are critical to getting on the same page. Understanding and knowing the culture and people go long way in building trusting relationships and one team concept.</p>
Proven and mature approach	<p>Our mature approach incorporates the use of checklists, tools and technologies to assist project teams engaged in system development efforts, and to collect and report relevant material in a highly standardized way that results in credible, precise findings.</p>
Maintaining a collaborative relationship with DPW and across each Lot vendor	<p>Committed to the project's success, we will focus on maintaining a collaborative relationship with the project stakeholders to assist in finding and implementing practical solutions to issues and risks.</p>
Methodology that provides guidance and a framework for project monitoring	<p>Our methodology encompasses an end-to-end full life cycle, standards-based approach that is derived from industry standards that include the IEEE 1012-2004 Standard for Software Verification and Validation, SEI CMMI, and the PMBOK. Each of these standards directs us to our three primary objectives for Project Monitoring:</p> <ul style="list-style-type: none"> <li>• Facilitate early detection and correction of issues thus providing the program and/or project manager with the right information at the right time and allowing them to make informed decisions</li> <li>• Enhance management insight into process and project management risks</li> <li>• Support software development life cycle processes to provide compliance with program performance, schedule, and budget requirements</li> </ul>

**Figure 6.3-22. Features and Benefits.**

The following are high-level summaries of our plan and approach for managing Lot 6's Required Activities and Tasks. This plan and approach encompasses the work for the System Support Services.

As part of this, we have described a subset of issues/risks which apply across System Support Services.



## Issues, Risks and Proposed Solutions

<b>II</b>	Page <b>II-3</b>	RFP Reference: II-3. Work Plan
-----------	---------------------	--------------------------------

During this discussion, the Offeror should identify potential issues/risks and proposed solutions.

Deloitte is uniquely positioned to fully comprehend the issues and risks associated with providing Systems Architecture Services for DPW’s strategic business systems. During our 30 years of working together, we have jointly established the current project management methodology that includes the processes, procedures, artifacts, templates and tools to effectively manage DPW projects within a framework of continuous improvement. Further, this relationship provides us with an understanding of DPW’s vision of an integrated human services delivery model that includes multiple vendors and shared services within a service oriented environment.

Based on this understanding, as well as the lessons learned from our national HHS client and project base that includes those of similar size, scope and complexity to DPW, we provide a list of the most critical issues and risks regarding project management on this new contract. More importantly, we propose solutions that reduce or avoid these issues and risks and have incorporated them into our project management approach. We provide a full list of issues, risks and proposed solutions in our *Tab 4, Section 4.3, Issues and Risks* narrative response.

## System Support Services for Maintenance, Modification, and Application/Systems Adoption and Operational Support

### Maintenance and Modification Services

Issue/Risk	Deloitte’s Mitigation Strategies
<p><b>Ability to Respond to Production Issues</b></p> <ul style="list-style-type: none"> <li>The complexities and interdependence of DPW systems make issues and the impacts intricate and there exists significant potential to develop downstream affects.</li> </ul>	<ul style="list-style-type: none"> <li>The proposed team has the collective experience from 10 plus years working with DPW to quickly assess the impacts of and the fixes to production issues that may arise.</li> <li>Since we understand the complexities and interdependencies between these systems, especially since the Department is moving towards more SOA based applications, we can quickly correct the problem and minimize any negative downstream affects.</li> <li>We do not wait until performance problems arise in production. We proactively load test our applications to minimize these risks.</li> </ul>



Issue/Risk	Deloitte's Mitigation Strategies
<p><b>Increased level of effort for maintenance and modifications efforts</b></p> <ul style="list-style-type: none"> <li>Significant resources will be required to first learn the application and what it does before it can be repaired. Testing will take significantly longer as a new resource has to determine how to regression test the system to make sure the system is not impaired.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has worked closely with DPW to establish estimation procedures that have provided transparency to DPW and incrementally built trust. We will continue to build on these efforts.</li> </ul>
<p><b>Meeting Critical Milestones Directly Before and After Transition</b></p> <ul style="list-style-type: none"> <li>There are certain program requirements for DPW that must occur timely and at specific points during the year (e.g. COLA mass change, LIHEAP, etc).</li> </ul>	<ul style="list-style-type: none"> <li>We have been side by side with you through many business cycles of these activities and fully understand the critical timelines associated with meeting these milestones. With Deloitte, you can feel confident that these deadlines are understood and will continue be proactively planned for so you can provide the needed services to your constituency.</li> <li>By choosing the Deloitte Team, time can be spent on providing the solution rather than attempting to understand the problem and then constructing a solution.</li> </ul>
<p><b>Lack of Understanding of the Enterprise Applications</b></p> <ul style="list-style-type: none"> <li>At the critical juncture of maturity of the DPW SOA based architecture, a failure in a component due to lack of understanding would have cross program impacts.</li> <li>Also lack of understanding increases the probability of solutions not aligning with the DPW EA.</li> </ul>	<ul style="list-style-type: none"> <li>As the DPW environment becomes more reliant on enterprise level services, it is essential that you have a vendor that fully understands their scope and also embraces your desire to create more business focused services.</li> <li>For example, each of the core applications within DPW has an "intake" module. The Deloitte Team can help you evolve an enterprise level service that provides that functionality across your enterprise. This kind of service can have a significant return on investment as you save time and costs not having to reinvent the wheel for each of these applications. You fix/change the service one time – and you are done!</li> </ul>
<p><b>Breadth and Depth of Technology Resources</b></p> <ul style="list-style-type: none"> <li>The DPW technical environment requires not only deep, but broad technology skills that are not all readily available in the market.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has proven our ability to bring to the table the technical skill sets required to maintain and enhance your systems. We will continue to draw from our national Technology practice to provide you with the most current technology skills.</li> <li>Not only the breadth and depth of the skills that we bring to the table, but the collective number of years we have using them.</li> </ul>
<p><b>HHS program experience to support all the program areas served by your enterprise systems</b></p> <ul style="list-style-type: none"> <li>35 years of knowledge of HHS programs, policies, operations, lessons learned and leading practices, cannot be replaced during a 6 month transition period</li> </ul>	<ul style="list-style-type: none"> <li>We have a history of HHS success across numerous states, to include: Massachusetts, California, Colorado, Wisconsin, West Virginia, Alabama, New Hampshire, Delaware, Texas, and Florida.</li> <li>We have the track record and the data to back it up.</li> </ul>



Issue/Risk	Deloitte's Mitigation Strategies
<p><b>Access to Federal and State Thought Leadership</b></p>	<ul style="list-style-type: none"> <li>• We have access to nationally recognized practitioners that have program knowledge and currently assist other states and the federal government with establishing and crystallizing new policies and initiatives. We have proven the invaluable insight and knowledge reservoir that we bring to the engagement with a wealth of nationally recognized practitioners such as Wade Horn, Margot Bean, Harry Radeque, and Dr. Paul Keckley.</li> <li>• We have published and presented extensively across the nation on many innovative programs and IT trends that may affect not only DPW but also the other states.</li> <li>• Because of our access to these resources we are able to provide insights into how these new or changed initiatives will impact you thus keeping you “ahead of the curve” and can help maintain your stature as both a program and IT leader.</li> </ul>

**Figure 6.3-23. Maintenance and Modification Issue/Risks and Mitigation Strategies.**

As the architects and engineers of many of the in-scope systems, Deloitte mitigates the risk of DPW spending precious resources on re-engineering each system component as it is enhanced or modified.

## Systems Adoption and Operational Support Services

Issue/Risk	Deloitte's Mitigation Strategies
<p><b>Lack of DPW Program, Policy and Operational Experience</b></p> <ul style="list-style-type: none"> <li>• Under the new lot structure, a significant variation in the vendor's levels of business process experience will reduce the current level of system adoption support capability across the SDLC.</li> </ul>	<ul style="list-style-type: none"> <li>• Our subject matter experts and our operations support personnel in many instances have come from the various field offices for whom you serve.</li> <li>• Given this background, we understand the impacts of new functionality and know how to improve the existing business processes.</li> </ul>
<p><b>Increased level of effort for application adoption and system implementation effort</b></p> <ul style="list-style-type: none"> <li>• Significant resources will be required to first learn the application, the business of DPW end users, and what it means to provide implementation support. As issues are identified in the field, it will take significantly longer for end users to get answers and additional resources to research answers.</li> </ul>	<ul style="list-style-type: none"> <li>• Deloitte has worked closely with DPW to build a team that understands the business and provides support to a wide and diverse end user group. We will continue to build on these efforts.</li> </ul>

**Figure 6.3-24. System Adoption and Operational Support Services Issue/Risks and Mitigation Strategies.**

Deloitte is the only Lot 7 vendor with the depth of experience in systems adoption to maintain the current level of adoption support expected by DPW end users.



## Defect Management

Issue/Risk	Deloitte's Mitigation Strategies
<p><b>Ability to Quickly Address PCRs</b></p> <ul style="list-style-type: none"> <li>Deloitte can continue to work through the PCRs in a timely manner and can help increase system acceptance and improve the applications' effectiveness.</li> <li>Time is of the essence when resolving production defects in batch and online systems, End users/clients may be severely inconveniences if system defects are not resolved timeline.</li> </ul>	<ul style="list-style-type: none"> <li>Having a National HHS/Pa DPW experienced vendor like Deloitte, is the safest and most reliable approach to helping confirm that PCRs are addressed timely and correctly.</li> </ul>
<p><b>Accurate Defect Identification and Reporting</b></p> <ul style="list-style-type: none"> <li>Multiple vendors entering duplicate defects and pointing to different root causes (requirements, design, implementation)</li> </ul>	<ul style="list-style-type: none"> <li>Increased participation in DPW in the defect documentation and analysis process in order to streamline ownership and reduce duplication.</li> </ul>
<p><b>Ability to Assess the Impact of a PCR</b></p> <ul style="list-style-type: none"> <li>Each problem that affects a system in an adverse way or precludes a user from completing their job functions can impact overall program performance. If the full breath of an impact of a PCR is not understood, situations can degrade from bad to worse.</li> </ul>	<ul style="list-style-type: none"> <li>Having a vendor like Deloitte, is the safest and most reliable approach to helping confirm that PCRs are fully understood and that the impact to the system is clear.</li> <li>This also includes the ability to understand downstream affects or cross program impacts that may not otherwise be obvious.</li> </ul>

**Figure 6.3-25. Defect Management Issue/Risks and Mitigation Strategies.**  
Deloitte provides DPW with accurate and efficient defect management to limit churn and increase productivity.

## Direct Technical Support and ITSS Services

Issue/Risk	Deloitte's Mitigation Strategies
<p><b>Availability of Mission Critical Infrastructure</b></p> <ul style="list-style-type: none"> <li>The Department must continue to support the mission critical systems regardless of the vendor selected for lot 6 and 7.</li> </ul>	<ul style="list-style-type: none"> <li>The proven team at Deloitte provides a diverse and robust set of technology skills and experience amplified by a solid understanding of the business of DPW that is critical in continued DPW mission success.</li> </ul>
<p><b>Delays in Advancing the Shared Services Model to Other IT Functions</b></p> <ul style="list-style-type: none"> <li>You have significant momentum and with a transition at a minimum the progress towards additional shared services will be 6 months with a high probability it will take several years to show additional progress.</li> </ul>	<ul style="list-style-type: none"> <li>At the onset, Deloitte has the established background and business knowledge in the DPW shared services model to not only maintain the current level of quality for the current services but to continue the growth trend towards improved efficiencies.</li> <li>Day 1 of the new contract Deloitte will be ready to perform annual planning to advance your shared services verses planning for orientation and knowledge transfer activities.</li> </ul>





Issue/Risk	Deloitte's Mitigation Strategies
<p><b>Striking the Balance Between Enterprise Architecture and SOA Against the Responsibilities Towards the Business Customer</b></p> <ul style="list-style-type: none"> <li>Having support personnel that understand the program side of the house in addition to technology can help assist in striking that balance. SOA is an enabler, but it is not the be all and end all.</li> </ul>	<ul style="list-style-type: none"> <li>We have been at DPW's side as DPW has led the way in the sector in using suitable and proper appliance of SOA to provide consumable business services. This history establishes the trust between DPW and Deloitte to provide an appropriate balance in the usage of SOA for business services.</li> </ul>
<p><b>Challenges to integrate COTS into existing applications</b></p> <ul style="list-style-type: none"> <li>DPW is increasingly using COTS products in adherence to current HHS IT leading practices. As a result, the interdependencies between these COTS products and the custom built solutions become more important to understand.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has a large pool of resources to draw from that has a breadth of experience working with the COTS products as well as creating conduits of interconnectivity to optimize the use of COTS for DPW.</li> <li>Our detail knowledge of the custom built applications positions us to be able to effectively integrate COST into the custom world.</li> </ul>
<p><b>Ability to Continually Upgrade to New Technologies in a Highly Integrated and Multi-Program Set of Business Solutions</b></p> <ul style="list-style-type: none"> <li>As part of DPW's incremental renewal strategy it is inevitable that new technologies will be introduced into a complex business and system environment.</li> </ul>	<ul style="list-style-type: none"> <li>With multiple organizations with the leading companies across the industry, Deloitte maintains a posture on the leading edge of technologies and is positioned to assist DPW in maintaining the position of a technology leader in its sector.</li> <li>By providing a broad view of the program areas and application initiatives, ITSS helps to seamlessly progress upgrades and introduce new technologies.</li> </ul>

**Figure 6.3-26. Direct technical Support and ITSS Services Issue/Risks and Mitigation Strategies.**  
Deloitte understands exactly where Direct Support and ITSS are in their evolution and will be able to accelerate towards DPW's future vision like no other bidder.

## Processes, Tools, and Reports

<b>II</b>	Page II-3	RFP Reference: II-3. Work Plan
-----------	-----------	--------------------------------

For each of the Lot's Required Activities and Tasks, describe the processes that will be followed and tools that will be used; describe the reports that will be used to track, monitor work, and measure performance.

The processes and tools used by each team within System Support Services are described in more detail in the subsequent sections of our response.



## Management Controls, Communication, and Evaluation

II

Page  
II-3

RFP Reference: II-3. Work Plan

Describe the management controls that will be used to identify and manage risk, maintain project schedules, ensure the quality of the work, and meet all of the performance expectations. Based on its experience, the Offeror should include a discussion of its formal and informal communication processes within a project of this nature. The Offeror should also address its approach to internally monitoring and evaluating its effectiveness in meeting the RFP requirements for the Lot throughout the course of the contract.

Management controls, formal and informal communications processes, and monitoring and evaluating of effectiveness are managerial functions that we use to identify and monitor potential errors from which we perform the necessary corrective actions. These functions on a project of this nature include planning, organization, staffing and directing of work to minimize deviation from standards and to achieve the stated goals of the organization. We establish controls by setting standards and based on these internal controls, measure and evaluate actual performance to these against these goals. Communication processes, internal and external to the project organization, are the means for facilitating these control mechanisms and the resulting corrective actions.

Management controls, communication processes, and evaluating effectiveness processes used by each team within System Support Services are described in more detail in the individual team's sections.

### Reference

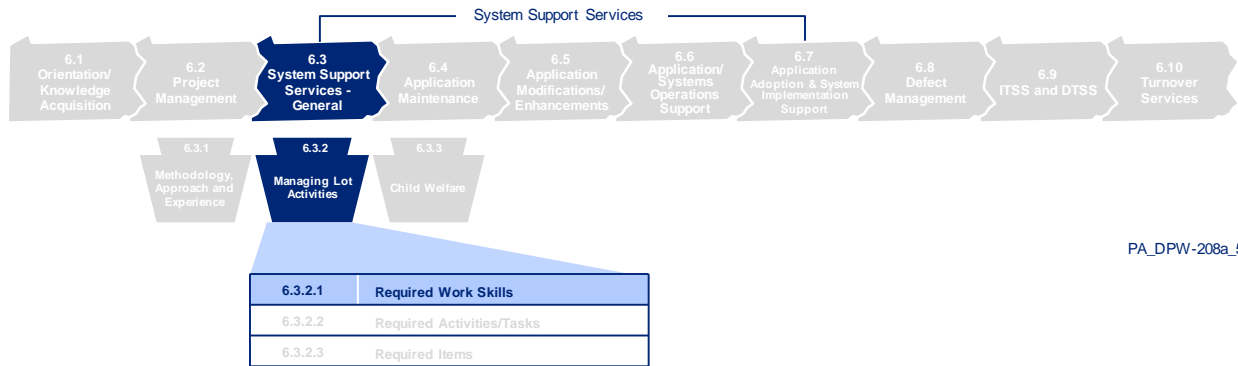
Please refer to the *Project Management (Section 6.2)*, *Application Maintenance (Section 6.4.2)*, *Application Modifications/Enhancements (Section 6.5.2)*, and *Application/Systems/Operations Support (Section 6.6.2)* sections for more detailed breakdown of information the following:

- Issues, Risks and Proposed Solution
- Processes, Tools and Reports
- Management Controls, Communication, and Evaluation

### Benefits of Coordinated Communications

- Centralized communications enables the project team to deliver consistent messages to various stakeholders.
- Communication methods and frequencies are tailored to respective stakeholder needs.
- Coordinated communication facilitates stakeholder buy-in and adoption of the final solution.
- Fully integrated communication enables ongoing education of team members regarding scope, direction, and progress of the initiative.

### 6.3.2.1 Required Work Skills



PA\_DPW-208a\_5

### Project Manager

<b>IV</b>	Page <b>IV-321</b>	RFP Reference: <b>REQUIRED WORK SKILLS</b>
-----------	-----------------------	--

The selected Offeror of **Lot #6** and **Lot #7** staff providing Systems Support Services and IT Direct Support Services engagements must meet the following requirements:

- a. Provide a Project Manager with a minimum of 5 years of experience in Information Technology Project Management for large-scale federal, state, or county systems.

The proposed project manager for Lot 6 is **Michele Keller, a certified Project Management Professional (PMP)**, has 10 years of experience working with DPW and 25 years of IT experience. Michele has over 20 years’ public sector consulting, project management, technical, sales and business experience developing solutions to meet the needs of the Commonwealth of Pennsylvania agencies (Departments of Welfare, Labor & Industry, Transportation, Community and Economic Development, PEMA, Office of General Counsel, PA Legislature). In addition, she has over 10 years of hands on experience and knowledge in the implementation of OIM administered eligibility programs – Cash, TANF, Food Stamps, Medicaid and Long Term Care or in the implementation of these HHS programs in a similar state environment. Michele also brings her experience in the understanding of end user, and operational delivery of welfare services for the programs listed above in a similar state environment.

Michele’s profile is provided on the following page.




Michele (Mick) Keller, Project Manager		Current PA DPW Experience		
	<b>Proposed Role</b>	Project Manager	<b>Location</b>	Harrisburg
	<b>Employer</b>	Deloitte	<b>Assigned</b>	Full time
	<b>Yrs with Deloitte</b>	10 Years	<b>Other Projects</b>	None
<p><i>"I am proud to be part of the team of people I work with every day. The staff from DPW and Deloitte is truly dedicated to helping the people of PA."</i></p>				
<b>Relevant Qualifications For Proposed Role</b>	Mick has been a part of the Deloitte DPW team for the past 10 years, most recently as the Project Manager on iCIS. She has over 24 years of experience in Public Sector consulting, project management, technical, sales and business experience developing solutions to meet the needs of the Commonwealth of Pennsylvania agencies.			
<b>Description of Current Position and Responsibilities</b>	Mick is a Director in Deloitte's Public Sector practice. As the iCIS Project Manager she provides leadership across each aspect of the project and oversees approximately 130 staff. Mick manages each aspect of system development, for the suite of iCIS systems, which deliver benefits to over 2 million people in PA.			

Figure 6.3-27. Profile of Mick Keller.












### Senior IT and Key Staff

<b>IV</b>	Page <b>IV-321</b>	RFP Reference: <b>REQUIRED WORK SKILLS</b>
-----------	-----------------------	--

The selected Offeror of Lot #6 and Lot #7 staff providing Systems Support Services and IT Direct Support Services engagements must meet the following requirements:

- b. Provide Senior IT Managers and Systems/Technical Architects with a minimum of 5 years of experience in large-scale complex Information Systems and Technology Integrations and business solution design, development, and delivery using EA-SOA
- d. Provide Key Staff, as defined in I-29, Key Staff Diversions or Replacement, with experience in large complex health and human services Information Systems and Technology Integrations and business solution design, development, and delivery.

Our proposed staff has a significant number of years of experience in Health and Human Services (HHS), Information Technology (IT) Services, and Commonwealth of Pennsylvania Department of Public Welfare (DPW) programs. The table below highlights this experience, and indicates the number of HHS programs on which our staff has worked. The HHS programs summarized in this chart include TANF, Food Stamps/SNAP, Fuel Assistance, School Meals, Child Care, Medicaid, CHIP, Home and Community-Based Services and Waiver programs.

	Years of Experience				# of HHS Programs Worked On
	HHS	IT	DPW	DPW Enterprise Services	
Agarwal, Ashish	8	14	8	0	9
Arya, Satya 	20	29	20	0	8
Bajor, Jack	1	29	6	0	1
Baker, Tracy	1	6	1	0	0
Balusabramanian, Bharanedaran 	3	5	3	2	8
Balusamy, Sundaravadivelpandiyam	10	20	2	7	6
Basetty, Srilaxmi	2	2	2	2	1
Beck, Thomas 	10	15	10	7	6
Bowers, Shawn 	4	4	4	0	9
Brown, Neil 	5	21	5	0	2
Carreras, Marty 	12	12	6	6	9
Cohen, Victoria	1	1	1	1	1
Demchak, Andrew 	6	6	6	1	6
Desikan, Gopal	25	30	19	0	4
Doraiswamy, Mukundan	7	18	7	4	9
Gordon, William 	5	6	2	0	2
Grab, Gabe	2	2	2	1	1
Hartman, Doris 	25	12	12	12	2
Hoover, Craig 	6	7	3	2	2
Jain, Siddharth	1	1	1	0	3
Keller, Mick 	9	24	9	4	2
Knoetgen, Bonnie	3	3	3	0	1
Knudsen, Adam	3	11	3	1	0



	Years of Experience				# of HHS Programs Worked On
	HHS	IT	DPW	DPW Enterprise Services	
Kravanis, Michael	11	15	11	0	1
Mardoff, Matthew	7	10	7	7	4
Mccully, Ashley	1	1	1	0	2
Mittal, Ujjwal	2	20	2	2	0
Nazareth, Michael	4	12	1	1	6
Pangarkar, Rajeev	16	25	16	15	1
Raghunathan, Dwarakanath	3	5	3	3	3
Reddy, Kolly	8	13	8	3	12
Sanivarapu, Venkataramireddy	14	15	12	3	3
Santiago, Luis	2	14	2	2	1
Sekhar, Sundhar	18	20	10	10	9
Shah, Sheetal	2	5	2	2	1
Sokerov, Stefan	1	3	1	1	3
Subramanian, Srinivasan	10	23	10	10	0
Suguna, Sudaravadivel	13	16	7	7	1
Sullivan, Meghan	9	11	6	6	4
Tati, Chandrakanth	7	15	7	6	6
Thirugnanam, Vallimanaian	12.5	13	.5	0	4
Wells, Kayla	0	5	1	1	1
White, John	10	18	4	4	0
Wiest, Tim	24	28	20	0	4
Zahorchak, Jeff	5	7	5	5	9
<b>Total</b>	<b>328</b>	<b>542</b>	<b>262</b>	<b>132</b>	<b>141</b>

Figure 6.3-28. Deloitte’s Senior IT and Key Staff Bring a Wealth of Experience with HHS, IT, and DPW.



In addition, our team brings numerous resources who are experienced in the design of enterprise services at DPW. Having this team gives DPW several advantages including no transition time, a team that understands current designs and can assess the impact new designs will have on the existing applications as well as a team that understands DPW's vision and can find the most efficient and effective designs to move DPW forward.

	Years of Experience with DPW Enterprise Services
Balusabramanian, Bharanedaran	2
Balusamy, SundaravadiVELPANDIYAN	7
Basetty, Srilaxmi	2
Beck, Thomas	7
Carreras, Marty	6
Cohen, Victoria	1
Demchak, Andrew	1
Doraiswamy, Mukundan	4
Grab, Gabe	1
Hartman, Doris	12
Hoover, Craig	2
Keller, Mick	4
Knudsen, Adam	1
Mardoff, Matthew	7
Mittal, Ujjwal	2
Nazareth, Michael	1
Pangarkar, Rajeev	15
Raghunathan, Dwarakanath	3
Reddy, Kolly	3
Sanivarapu, Venkataramireddy	3
Santiago, Luis	2
Sekhar, Sundhar	10

	Years of Experience with DPW Enterprise Services
Shah, Sheetal	2
Sokerov, Stefan	1
Subramanian, Srinivasan	10
Suguna, Sudaravadivel	7
Sullivan, Meghan	6
Tati, Chandrakanth	6
Wells, Kayla	1
White, John	4
Zahorchak, Jeff	5
<b>Total</b>	<b>138</b>

Figure 6.3-29. Years of Experience with DPW Enterprise Services.

## Architecture Staff

<b>IV</b>	Page <b>IV-322</b>	RFP Reference: REQUIRED WORK SKILLS
-----------	-----------------------	-------------------------------------

The selected Offeror of Lot #6 and Lot #7 staff providing Systems Support Services and IT Direct Support Services engagements must meet the following requirements:

- c. Applied knowledge of the EA models, SOA frameworks, complex security and SSO architectures and HIPAA.

Additionally, members of our proposed ITSS and DTSS teams have vast experience in applied knowledge of EA models, SOA frameworks, SSO architectures and HIPPA.

## Architecture Chart

Name	Years of Experience		
	EA Models	SOA Frameworks	SSO Architectures and HIPAA
Balasubramanian, Bharanedaran	3	2	3
Beck, Thomas	6	5	15
Nazareth, Michael	0	0	12
Sokerov, Stefan	1	1	4
Subramanian, Srinivasan	3	6	10
Zahorchak, Jeffrey	5	5	12

Figure 6.3-30. Deloitte's Team Brings Significant Experience with Key DPW Architectural Concepts.





## Resumes for Key Staff

<b>IV</b>	Page <b>IV-322</b>	RFP Reference: REQUIRED WORK SKILLS
-----------	-----------------------	-------------------------------------

The selected Offeror of Lot #6 and Lot #7 staff providing Systems Support Services and IT Direct Support Services engagements must meet the following requirements:

e. Provide résumés of all Key Staff, as defined in I-29 Key Staff Diversions or Replacement.

Please refer to *Tab 8: Personnel*, for resumes of all Key Staff.

## Relevant Work Skills and Experience

<b>IV</b>	Page <b>IV-322</b>	RFP Reference: REQUIRED WORK SKILLS
-----------	-----------------------	-------------------------------------

The selected Offeror of Lot #6 and Lot #7 staff providing Systems Support Services and IT Direct Support Services engagements must meet the following requirements:

f. Key Staff must have relevant technical work skills and experience in the following platforms and programs as well as other upgrades, versions, and additional programs as identified herein:

In addition to having knowledge of and understanding the capabilities of the technology, there are many other skills above and beyond the technologies that are necessary to successfully deliver the Lot 6 activities. Executing the Feasibility, System Requirements, and General System Design phase of the SDLC requires not only technology skills and experience but also business knowledge, systems design and “soft” skills. The figure below highlights some of skills we believe are critical for practitioners to successfully deliver within Lot 6.

Skill Categories Required to Execute Lot 6 Activities	Deloitte Delivers a Team Which Results in Successful Execution of Lot 6 Activities
<b>Object Oriented Design Principles</b>	Experience applying the principles of object oriented design such as developing use cases and activity diagrams which are the foundation for moving to detailed design
<b>Database Design</b>	Our team understands current database designs of DPW systems and standards employed by the Department; our team of DBAs has vast experience with development of logical data models and data normalization techniques
<b>User Interface Design</b>	DPW’s stakeholders are a very diverse group. Each group has its own unique needs to interact with the available technology. Our team understands navigation and usability differences required for “power users” vs. the general public
<b>Data Conversion Strategies</b>	This team is skilled with developing data conversion strategies such as partial, incremental, and full conversions. In addition data mapping, data cleansing, and conversion testing are also key skills our team brings to the project
<b>Batch Process Designs</b>	Our team designs batch processes for reusability, throughput, and ability to recover from data errors or infrastructure related interruptions.



Skill Categories Required to Execute Lot 6 Activities	Deloitte Delivers a Team Which Results in Successful Execution of Lot 6 Activities
<b>Knowledge of DPW's business and technology environment</b>	We understand DPW's business and technology environment. This knowledge is crucial for the effective translation of business requirements into system requirements and a deployable design.
<b>Communication and Facilitation</b>	The ability to communicate effectively with both the business and technology teams of DPW is vital. Our team members both understand and have experience with facilitating system requirements sessions, GSD sessions, and knowledge transfer sessions to complete the Lot 6 activities
<b>Collaboration and Cooperation</b>	As an extension of our company culture, we create an environment which allows ideas and differences of opinion to be freely shared amongst stakeholders. Our historical relationship demonstrates our ability to create an open and collaborative working environment.

**Figure 6.3-31. Deloitte Delivers a Team Which Results in Successful Execution of Lot 6 Activities.**

We have a team of over 400 available staff to design initiatives on the systems and technology platforms listed in the following tables. Our experience with these tools and platforms and the knowledge of how DPW has deployed these tools across applications and platforms is critical knowledge to have when design new applications or enhancements to existing systems.

<b>CIS</b>		
<b>Platform/Program</b>	<b>Total Years of Experience</b>	<b>Number of Experienced Individuals</b>
Unisys 2200	500	57
COBOL 74/85	690	56
Oracle 10g	275	90
Oracle 11g	171	77
PL/SQL	471	94
Golden 3.2 (Toad)	313	83
Visual Studio Suite	388	83
.NET Framework and Application Architecture	331	82
Windows Communication Foundation (WCF)	141	60
IQ-U PLUS-1	207	26
DocuShare	112	42
Corticon Rules Engine	78	42
Unisys DMS-2200/RDMS-2200	458	45
Team Foundation Server (TFS: project repository, build-server, work products)	135	67
Unisys Open TI	183	45

<b>CIS</b>		
<b>Platform/Program</b>	<b>Total Years of Experience</b>	<b>Number of Experienced Individuals</b>
Adobe Forms	101	39
Functional Tester	199	43
HP Functional Tester (QuickTestPro 9.5)	110	31
Automated tracking software	418	84
Unisys Clearpath	293	35
DPS Web TS	238	36
Web Methods	109	38
SQL Server Reporting Services	91	35
Unisys ES7000	57	11
Active Server Pages	262	59
COM +	249	62
SQL Server 2005 and 2008	166	49
Erwin Data Modeler	120	31
Enterprise Architect	237	73
Microsoft Office Suite and Project	621	102
Knowledge of accessible Web site design according to the Commonwealth standard	287	70
Team Foundation Studio	96	41
Biz Talk	42	16
Adobe Suite of products	83	28
Cognos 8.3	43	13
Informatica Power Center 8.6.1	76	26
Software Vulnerability Tools (Web, Dev, and QA Inspect)	91	27
<b>GRAND TOTAL</b>	<b>8,442</b>	

Figure 6.3-32. Our CIS Team Includes a Considerable Number of Individuals with Significant Experience.

<b>PELICAN</b>		
<b>Platform/Program</b>	<b>Total Years of Experience</b>	<b>Number of Experienced Individuals</b>
Visual Studio Suite	263	54
.NET Application Architecture	202	47
Session Management: ASP.NET session management capabilities to be the baseline technology solution	154	38

<b>PELICAN</b>		
<b>Platform/Program</b>	<b>Total Years of Experience</b>	<b>Number of Experienced Individuals</b>
Error Manager with .NET	128	30
Oracle Fine Grained Authorization: Security application block and Validation Application block to define fine grained access controls as the baseline technology solution.	55	15
MSXML 4	64	18
Team Foundation Server (TFS: project repository, build-server, work products)	46	20
Internet Information Server (IIS)	248	52
Component Services (COM+)	192	45
Internet Explorer 8	141	62
SQL Server Reporting Services	115	42
Microsoft Visual J# .NET Redistributable Package 1.1	25	8
Corticon Rules Engine	38	15
Oracle Data Provider for .NET (ODP)	124	37
Oracle 10g and 11g	228	60
PL/SQL	311	64
Golden 3.2 (Toad)	232	52
Mainframe Integration category (JCA, OpenTI)	62	13
Adobe Acrobat 5	168	37
VBCommenter	24	7
Benthic Golden32 or TOAD	263	61
Ndoc 1.3	29	6
Visio 2002	251	59
Adobe Doc Server	58	19
Automated tracking software	205	56
Terminal Services/Remote Desktop Connection	157	38
Unified Security/Netegrity/Siteminder	99	27
OpCon Scheduler	107	33
Load Test Software	117	31
Code Review Software (NuMega)	72	18
HP Functional Tester (QuickTestPro 9.5)	18	5
Innovative Geo-Online - Client	18	2
RouteMap - Client	18	2

<b>PELICAN</b>		
<b>Platform/Program</b>	<b>Total Years of Experience</b>	<b>Number of Experienced Individuals</b>
Code 39 Barcode Font from ID Automation v3.7	20	4
Microsoft Office Suite and Project	458	70
Bobby (ADA Compliance)	67	15
WinZip	415	68
FileNet	77	17
Erwin data modeler	156	36
Enterprise Architect	142	43
Cognos 8.3	81	25
Informatica Power Center 8.6.1	84	25
Team Foundation Studio	43	19
Functional Tester	107	25
Software Vulnerability Tools (Web, Dev, and QA Inspect)	36	12
WebMethods 7.1: SOAP 1.2	50	20
WebMethods 7.1: WSDL 2.0	45	16
WebMethods 7.1:	35	11
SSL 128-bit encrypted	36	8
WebMethods 7.1:	26	8
SOA Security Manager protected	29	9
WebMethods 7.1: MSMQ Plugin	27	9
Enterprise Library 4.1 and New Testing Tools:	41	13
Unity Dependency Injection Block	39	13
Enterprise Library 4.1 and New Testing Tools: Tools	44	14
Enterprise Library 4.1 and New Testing Tools: XML Spy	57	18
Enterprise Library 4.1 and New Testing Tools: HTTP Analyzer	52	19
Enterprise Library 4.1 and New Testing Tools: SOAP UI	55	19
Enterprise Library 4.1 and New Testing Tools: Ants Profiler	36	12
Enterprise Library 4.1 and New Testing Tools: MbUnit	34	10
Enterprise Library 4.1 and New Testing Tools: NCoverNDepend	38	11
<b>GRAND TOTAL</b>	<b>6,562</b>	

**Figure 6.3-33. Our PELICAN Team Includes a Considerable Number of Individuals with Significant Experience.**

<b>HCSIS</b>		
<b>Platform/Program</b>	<b>Total Years of Experience</b>	<b>Number of Experienced Individuals</b>
Windows 2003	300	73
Oracle 10g and 11g	282	75
Oracle Fine Grained Access	193	43
XML, HTML	455	81
Visual Studio 6.0	280	66
Visual Studio Suite	262	56
.NET Framework and Application Architecture	271	61
Windows Communication Foundation (WCF)	86	37
.ASP	287	63
PL/SQL	363	73
Golden 3.2 (Toad)	274	63
Visual Source Safe	303	71
Microsoft Office Suite and Project	605	89
Automated tracking software	301	71
FileNet	80	20
ReportNet	35	10
OpCon Scheduler	127	35
Cognos 8.3	59	24
Microsoft Office/Project	504	77
Bobby (ADA Compliance)	136	32
Informatica Power Center 8.6.1	48	19
Docushare CPX 6.0	26	11
Microsoft SQL Server Reporting Service (SSRS)	145	54
Adobe Doc Server	54	16
Adobe Live Cycle	31	11
UNISYS ES 3700 Knowledge and skills	24	4
Windows 2003 Data Center knowledge and skills	53	12
Erwin Data Modeler	135	34
Enterprise Architect	125	40
SQL Server Reporting Services	119	41
HP Functional Tester (QuickTestPro 9.5)	66	20
Knowledge of accessible Web site design according to the Commonwealth standard	166	39



<b>HCSIS</b>		
<b>Platform/Program</b>	<b>Total Years of Experience</b>	<b>Number of Experienced Individuals</b>
Software Vulnerability Tools (Web, Dev, and QA Inspect)	48	15
Team Foundation Server (TFS: project repository, build-server, work products)	63	35
Biz Talk	28	11
Software Vulnerability Tools (Web, Dev, and QA Inspect)	53	16
<b>GRAND TOTAL</b>	<b>6,387</b>	

Figure 6.3-34. Our HCSIS Team Includes a Considerable Number of Individuals with Significant Experience.

<b>Child Welfare</b>		
<b>Platform/Program</b>	<b>Total Years of Experience</b>	<b>Number of Experienced Individuals</b>
Visual Studio Suite	62	15
.NET Framework and Application Architecture	54	15
Windows Communication Foundation (WCF)	27	12
Session Management: ASP.NET session management capabilities to be the baseline technology solution.	29	10
Error Manager with .NET resource files as the baseline technology solution.	18	6
CA-SiteMinder Application Security and SSO access controls WebMethods 7.1: SOAP 1.2	18	7
CA-SiteMinder Application Security and SSO access controls WebMethods 7.1: WSDL 2.0	18	7
CA-SiteMinder Application Security and SSO access controls WebMethods 7.1: SSL 128-bit encrypted	18	7
CA-SiteMinder Application Security and SSO access controls WebMethods 7.1: SOA Security Manager protected	23	8
CA-SiteMinder Application Security and SSO access controls WebMethods 7.1: MSMQ Plugin	17	7
Enterprise Library 4.1 and New Testing Tools: Unity Dependency Injection Block	11	5
Enterprise Library 4.1 and New Testing Tools: Tools	12	6
Enterprise Library 4.1 and New Testing Tools: XML Spy	27	11
Enterprise Library 4.1 and New Testing Tools: HTTP Analyzer	24	9
Enterprise Library 4.1 and New Testing Tools: SOAP UI	28	12
Enterprise Library 4.1 and New Testing Tools: Ants Profiler	10	5





Child Welfare		
Platform/Program	Total Years of Experience	Number of Experienced Individuals
Enterprise Library 4.1 and New Testing Tools: MbUnit	7	4
Enterprise Library 4.1 and New Testing Tools: NCoverNDepend	5	2
Adobe Live Cycle	18	10
VBCommenter	2	1
Benthic Golden32 or TOAD	54	14
Ndoc 1.3	2	1
Visio 2002	53	13
SQL Server Reporting Services	27	11
Adobe Doc Server	17	7
Adobe Live Cycle	32	11
Erwin modeler	33	10
Enterprise Architect	25	11
Automated tracking software	44	12
Terminal Services/Remote Desktop Connection	52	13
OpCon Scheduler	36	11
Load Test Software	33	8
Code Review Software (NuMega)	3	2
HP Functional Tester (QuickTestPro 9.5)	22	7
Innovative Geo-Online - Client	2	1
RouteMap - Client	2	1
Code 39 Barcode Font from ID Automation v3.7	5	2
Microsoft Office Suite and Project	76	16
Bobby (ADA Compliance)	13	3
WinZip	91	16
FileNet	10	4
Erwin data modeler	34	9
Enterprise Architect	17	9
Cognos 8.3	12	6
Informatica Power Center 8.6.1	10	6
Team Foundation Server (TFS: project repository, build-server, work products)	15	9
Functional Tester	19	6

Child Welfare		
Platform/Program	Total Years of Experience	Number of Experienced Individuals
Software Vulnerability Tools (Web, Dev, and QA Inspect)	22	8
CA-SiteMinder Application Security and SSO access controls Microsoft	29	8
Office/Project/Access	73	16
APEX	8	3
<b>GRAND TOTAL</b>	<b>1,299</b>	

Figure 6.3-35. Our Child Welfare Team Includes a Considerable Number of Individuals with Significant Experience.

PACSES		
Platform/Program	Total Years of Experience	Number of Experienced Individuals
Visual Studio Suite	177	43
.NET Framework and Application Architecture	151	38
Windows Communication Foundation (WCF)	52	22
Unisys 2200	366	38
COBOL 74/85	420	40
Oracle 10g and 11g	164	49
PL/SQL	203	50
Golden 3.2 (Toad)	157	40
IQ-U PLUS-1	112	17
Mainframe Integration category (JCA, OpenTI)	65	21
DocuShare	67	26
Corticon Rules Engine	21	10
Unisys DMS-2200/RDMS-2200	355	35
Team Foundation Server (TFS: project repository, build-server, work products)	19	9
Unisys Open TI	57	18
Innovative	5	1
Geo-Online - Client	7	2
RouteMap - Client	9	3
Adobe Doc Server	52	18
Adobe Live Cycle	53	35
HP Functional Tester (QuickTestPro 9.5)	61	26



<b>PACSES</b>		
<b>Platform/Program</b>	<b>Total Years of Experience</b>	<b>Number of Experienced Individuals</b>
Automated tracking software	191	44
Unisys Clearpath	234	33
DPS Web TS	122	18
Web Methods	64	20
SQL Server Reporting Services	105	32
Unisys ES7000	72	16
Active Server Pages	136	34
Component Services (COM +)	100	21
SQL Server 2005 and 2008	107	33
ASMX Services	50	16
Erwin Data Modeler	115	23
Enterprise Architect	115	40
Microsoft Office Suite and Project	443	64
Bobby (ADA Compliance)	83	16
Knowledge of accessible Web site design according to the Commonwealth standard	150	35
Team Foundation Server (TFS: project repository, build-server, work products)	29	12
Biz Talk	26	10
Cognos 8.3	67	19
Informatica Power Center 8.6.1	48	17
CA-SiteMinder Application Security and SSO access controls	62	18
Software Vulnerability Tools (Web, Dev, and QA Inspect)	49	17
OPCON	122	35
Louis II	195	30
Sightline	58	14
Log Analyzer (LA)	114	18
Common Internet File System (CIFS)	60	14
Relational JDBC Driver	24	12
JDMS Server (DMS-RA)	17	7
Integrated Recovery Utility (IRU)	102	15
Clearpath FTP (CPFTP)	184	28



<b>PACSES</b>		
<b>Platform/Program</b>	<b>Total Years of Experience</b>	<b>Number of Experienced Individuals</b>
TCP/IP Services (TAS)	153	26
File Administration System (FAS)	127	18
Code 1	112	15
Symbolic Stream Generator (SSG)	223	22
Integrated Processing Facility (IPF)	255	24
Universal Data System (UDS)	207	19
Site Management Complex (SIMAN)	116	16
Mass Storage Analysis and Relocation (MSAR)	74	9
Online System Activity Monitor (OSAM)	76	10
File Editor (FED)	193	17
Executive Control Language (ECL)	384	33
UDS Monitor (UDSMON)	195	22
Database Editor (DBE)	114	18
C	116	18
Meta Assembler (MASM)	111	16
DEPCON	92	14
SSA-NAME-3	142	19
Universal Repository (UREP)	123	17
QED	240	32
TOCED	293	26
FURPUR	317	25
FREIPS	77	7
eQuate	225	39
Data Management Utility (DMU)	145	16
QPLEX	131	25
CFD	186	16
FLIST	137	12
Viewfinder	100	17
Microsoft - Expression Blend	17	6
Microsoft - .NET Enterprise Library/Itasca/Application Blocks	101	24
Microsoft - .NET WPF/Silverlight/Prism SDK	32	19
Microsoft - .NET - AJAX toolkit	54	23



PACSES		
Platform/Program	Total Years of Experience	Number of Experienced Individuals
nCover/Ants Profiler for code coverage and profiling	42	13
NANT and Cruise Control for build	65	20
Shared Cache	17	7
ASP Classics	72	19
Visual Basic	179	34
Click Once for Rich Client	24	7
Windows WF for Business Process and Workflow Automation	13	5
Enterprise Services - FSWS, Correspondence Services	39	16
JBOSS 4.x/EJB web services	34	17
WebMethods Product Suite	54	16
<b>GRAND TOTAL</b>	<b>11,224</b>	

Figure 6.3-36. Our PACSES Team Includes a Considerable Number of Individuals with Significant Experience.

### Subcontractor Approach

<b>IV</b>	Page <b>IV-328</b>	RFP Reference: <b>REQUIRED WORK SKILLS</b>
-----------	-----------------------	--

The selected Offeror for **Lot #6** and **Lot #7** may acquire specialized expertise through the use of subcontract agreements. The selected Offeror, however, is required to have staff that have, or will obtain prior to performing work on the project, training, and/or certification in the recommended software solution products. Subcontracts must be identified in the proposal according to section **I-21 Prime Offeror Responsibilities**.

As outlined in the previous section, taken as a whole, the staff available for this engagement, including those that work for Deloitte and those who are part of our team through a subcontracting arrangement, have significant specialized skills. With access to a large resource pool through our subcontractor network and the ability to draw on local resources as well as national talent, Deloitte is confident that we can bring the right people to the job.

Deloitte has centralized the procurement of third-party contractor resources across the entire US Deloitte function through a shared service center based in Pittsburgh, Pennsylvania. Our subcontracting capabilities are enhanced by a process-driven Web-enabled portal. Because the portal is Web-enabled and available 24/7, Deloitte’s subcontracting vendors and US-based practitioners can log in at any time and check the status of candidates. Finding and recruiting top talent is the foundation of providing subcontractor management services.

Deloitte has a broad-base of highly structured processes for obtaining these resources. There are two integral stages in the prequalification process for potential contractor resources:



- Deloitte’s Vendor and Candidate Selection Process
- Deloitte’s Candidate Screening Process.

### **Deloitte’s Vendor and Candidate Selection Processes**

Deloitte has adopted a strategic sourcing model for acquiring contractor resources through third-party vendors. Vendors chosen for Deloitte’s subcontracting supply chain are carefully screened and are evaluated regularly against a series of standard Key Performance Indicators.

Deloitte has high expectations of its vendors, and, before presenting a candidate to Deloitte, the vendor must do the following:

- Confirm the candidate possesses the required skill set/experience, including training, and/or certification in the recommended software solution products (per DPW’s requirements).
- Request a criminal background check from the Pennsylvania State Police.
- Talk directly to the candidate to gauge communication skills and professional demeanor.
- Document the candidate’s immigration status, if applicable.
- Compare the candidate’s availability.
- Confirm that the candidate will sign Deloitte’s standard Nondisclosure Agreement (NDA), which binds the contractor to confidentiality on behalf of both Deloitte and its client.
- Check references thoroughly.

### **Deloitte’s Candidate Screening Process**

Before presenting candidates to the Deloitte project management, the Deloitte Subcontracting Group staff performs the following prequalification tasks:

- Confirm candidate’s availability.
- Establish that the candidate has the required years of experience for each skill set requested.
- Establish that vendors have checked references and that contact information is available for references if needed.
- Look for potential problem indicators, such as unexplained gaps in employment.
- If applicable, confirm availability of candidate’s visa status, visa approval date and country of citizenship.

Despite these rigorous prequalification tasks, the entire screening process takes than 24 hours from the time the request for a resource is submitted.



## Assembling Our Team—Delivering the Right Skills

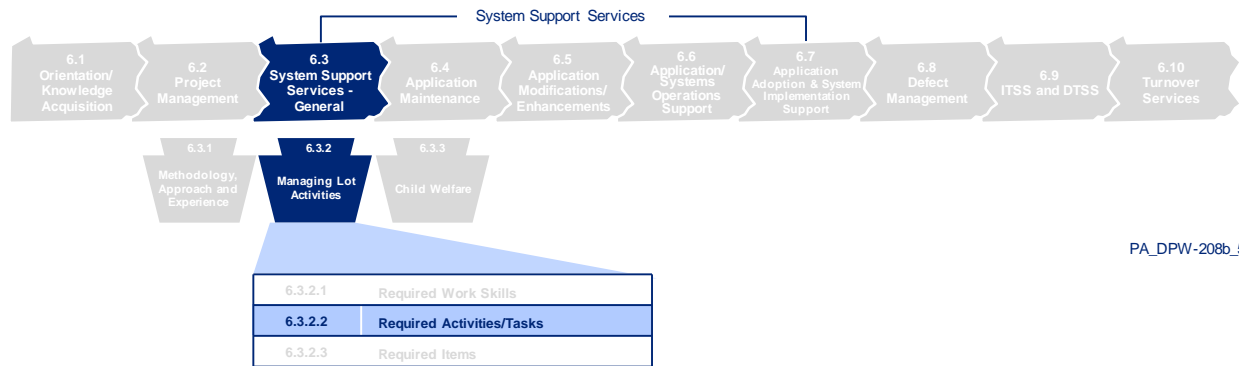
Deloitte understands that needs can change, sometimes quickly, and so we will work with DPW to confirm the staffing model represented in the RFP and the adjustments that may be needed at project commencement. In addition, we believe that analyzing staffing needs is a continual process. Deloitte will implement processes to work with DPW management to assess needs, evaluate resource performance and identify new positions. This staffing process generates excitement and renewed energy throughout the team.

In summary, our employees and subcontractors are integrated within teams and work as one unit. Deloitte does not draw lines in the sand between resources or levels. Everyone is on the same team working for the same goal. While our team resources will be sourced from different firms, Deloitte will be the systems integrator and will be DPW's single point of accountability and responsibility for our team.





### 6.3.2.2 Required Activities/Tasks



PA\_DPW-208b\_5

**IV**      **Page IV-328**      **RFP Reference: 1.1 Lot#6 Offeror required activities/tasks for Systems Support Services**

LOT # 6 Offeror required activities/tasks for Systems Support Services include, but are not limited to:

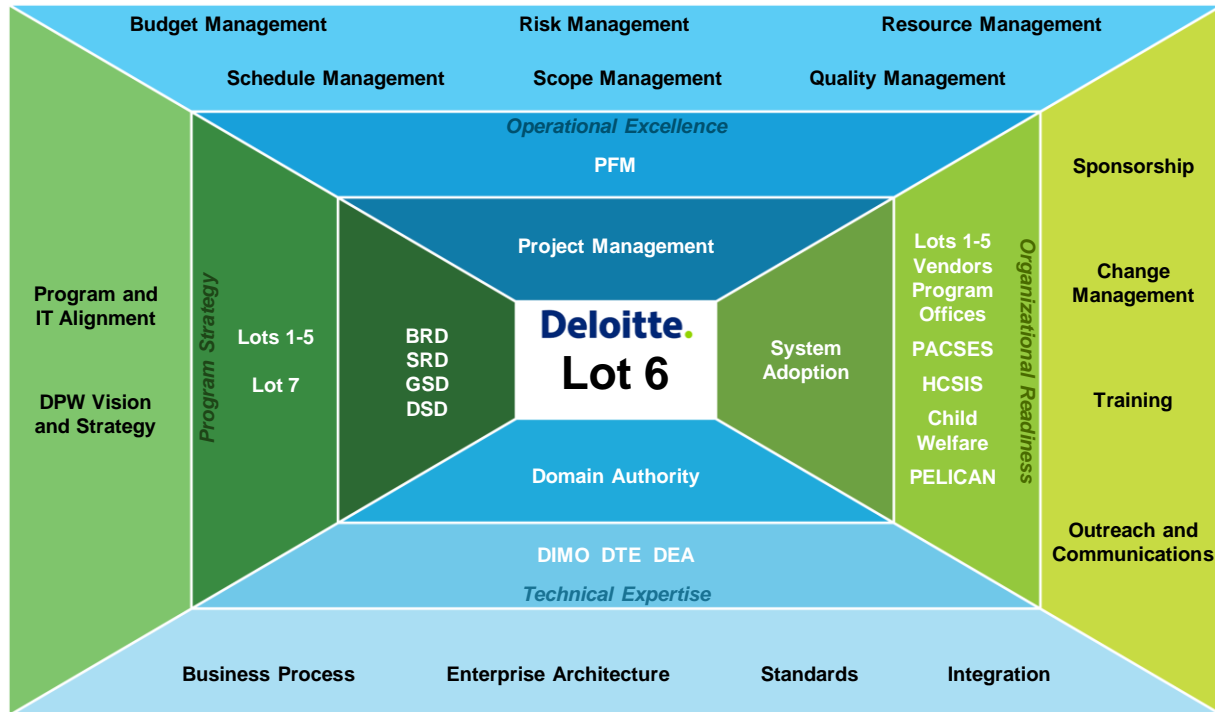
- a. Lead and assist in the refining and expanding Enterprise Architecture (EA) Models and Service Oriented Architecture (SOA) Frameworks
- b. Solution Architecture Designs and Assessments
- c. Business Requirements Review and Translation
- d. Systems Requirements Document (SRD) creation and management
- e. General Systems Design (GSD) document creation and management
- f. Detailed Systems Design Document review
- g. Enterprise Architecture Blueprints Documentation creation and management (i.e., Business, Data, Application, and Governance Models to include and SOA Frameworks)
- h. Systems and technology feasibility studies, proof of concepts and pilots as required
- i. Application Modifications and enhancements alignment
- j. Initial Systems capacity estimates and planning
- k. Information Life Cycle Management (ILM) Systems Strategies
- l. New Technology Evaluations
- m. Evaluate custom, COTS, SaaS, and Transfer Technology solution options
- n. Project Management of Individual and Multi-Vendor IT projects
- o. Requirements Traceability Matrix Updates
- p. Business solution development and delivery process improvements

Deloitte clearly understands the work that needs to be performed in Lot 6 given our experience with DPW. These activities will be influenced by effective communication and collaboration among the vendors for Lots 1-5 and Lot 7, DPW Management, Portfolio Managers, DTE, DIMO, and DEA. We are committed to the new operating model DPW has put forth, and, together, we will continue to advance the mission of DPW in support of Pennsylvania’s citizens.

*“We chose Deloitte based their experience, level of professionalism and their dedication to providing an excellent product”*

**Batista Edwards, Former Food Stamp Unit Chief**  
Georgia Dept of Human Resources

The chart below illustrates Lot 6’s importance and influence to delivering information technology solutions for DPW.



PA\_DPW-1188\_2

**Figure 6.3-37. Lot 6’s Central Role.**

As the Lot 6 offeror, Deloitte plays a central role in helping DPW achieve Operational Excellence, Organizational Readiness, Technical Expertise, and Program Strategy.

The table below describes at a summary level Deloitte’s capabilities and approach as they relate to this RFP and DPW. As required in the RFP on **page IV-328**, the detailed activities are covered within the task sections and the high level introductory response is below. For a more detailed response for each of these required activities, please refer to *Section 6.4 Application Maintenance*, *Section 6.5 Application Modifications/Enhancements* and *Section 6.6 Application Systems Operation Support*.



Lot 6 Activity	Deloitte's Approach Results in Successful Execution of Lot 6 Activities
<b>a. Lead and assist in the refining and expanding Enterprise Architecture (EA) Models and Service Oriented Architecture (SOA) Frameworks</b>	Deloitte understands as the Lot 6 offeror they are expected to lead and assist in the refining and expanding of the EA and SOA frameworks. We will apply the SDM that includes principles for designing EA solution and SOA frameworks. We will work collaboratively with the other Lot vendors to extend this model. We recognize DPW's application needs are driving SOA adoption. Deloitte's Services Thinking extends SOA principles beyond their tech-centric focus to address management concerns and a broader, more comprehensive, business-centric view of technology transformations. Deloitte's Service Enabled Business Agility (SEBA) Methodology defines a repeatable approach to a broad service transformation while considering the needs for a SOA implementation.
<b>b. Solution Architecture Designs and Assessments</b>	<p>We are aware that DPW programs are large and complex as they are required to meet intricate, regulatory, financial and fiduciary requirements. Deloitte will bring a methodology and approach that is proven in leading to well formed designs. We will review these designs with other Lot Vendors and BIS. We will participate in ARB sessions to validate our designs are in-line with the BIS vision.</p> <p>In past years DPW has pursued significant initiatives to modernize their current mainframe platform onto server based systems. It is our understanding that DPW has targeted a service oriented approach for their next generation of systems. Deloitte will continue DPW's current generation of IT Shared Services represents an evolution of their previous shared services model and its application towards increasingly distributed, service oriented applications.</p>



Lot 6 Activity	Deloitte's Approach Results in Successful Execution of Lot 6 Activities
<p><b>c. Business Requirements Review and Translation</b></p>	<p>A core responsibility of the Lot 6 offeror is to successfully work with the Lot 1-5 vendors to translate business requirements. Deloitte will establish working sessions to open communication channels. We will leverage our deep understanding of the business and systems to ask the appropriate questions which increase the likelihood of conducting successful sessions.</p> <p>Business requirements establish the fit criteria for the final product and therefore are a key component to facilitating quality on a project. During our Business Requirements Review and Translation, we will be looking for the organization and structure of the documentation, the completeness and correctness, consistency and clarity, and traceability of the various requirements. Key to the successful review and translation of these requirements is a comprehensive understanding of HHS programs, enterprise architecture and system components required to support the implementation of these business requirements. We will work with Lots 1-5 vendors to evaluate the risks, impact and dependencies against legacy and enterprise applications before final translation and signoff. One of our primary objectives is to determine system requirements are translated for compliance and standards against the five main EA components of the DPW EA model.</p>
<p><b>d. Systems Requirements Document (SRD) creation and management</b></p>	<p>Deloitte brings DPW a defined process where system requirements are reviewed by the stakeholders to confirm that they were accurately translated and captured. We facilitate sign off on these requirements to confirm that a system design is developed on the basis of this document. Any changes to the system requirements are managed and monitored through a change control process as this affects all the other processes within the SDLC.</p> <p>Deloitte strongly believes that our deep understanding of Systems Development processes strengthened through years of experience on hundreds of Systems Development projects will prove invaluable to the effective completion of the SRD creation and ongoing management and traceability of these requirements throughout the life cycle of the project. SRD drives the design, building, and testing phases, it is imperative that any requirements changes are reflected in the SRD. Deloitte values tracking and management to the core and have embedded controls and processes in our SDLC methodology.</p>



Lot 6 Activity	Deloitte's Approach Results in Successful Execution of Lot 6 Activities
<p><b>e. General Systems Design (GSD) document creation and management</b></p>	<p>Deloitte re-confirms our understanding of the business requirements and system requirements before starting GSD. This helps to validate that the GSD is aligned with the business needs. We emphasize sign-off on design documents to confirm that stakeholders are aware and vested in the system. Deloitte will produce a GSD that effectively captures the high level design of the system through logical data models, use cases, traceability matrices and other critical design artifacts.</p> <p>The GSD provides the details around how the system will fulfill the business requirements. Having a strong design is a great first step towards a successful implementation, but it needs to be tracked and managed appropriately to determine that what is documented is ultimately implemented and delivered. We understand what it takes to create a sound design and our successful implementations with DPW in the past speak to that fact.</p>
<p><b>f. Detailed Systems Design Document review</b></p>	<p>Given the way that the SRD, GSD, and DSD flow into one another and the criticality of sound design to successful implementation, Deloitte will perform DSD review in collaboration with Lot 7 vendor to confirm that it is in alignment with the preceding documents. The DSD is especially important because it is the final document in the evolution of requirements and design that will ultimately drive system development. Our previous success with DPW illustrates that we have the knowledge and experience necessary to effectively perform review and clarification of the DSD.</p>



Lot 6 Activity	Deloitte's Approach Results in Successful Execution of Lot 6 Activities
<b>g. Enterprise Architecture Blueprints Documentation creation and management (i.e., Business, Data, Application, and Governance Models to include and SOA Frameworks)</b>	<p>Deloitte helps DPW create a scalable, flexible and adaptable Enterprise architecture as well as an enterprise architecture Maturity Model that provides a path for architecture and procedural improvements within an organization. As the architecture matures, predictability, process controls and effectiveness also increase. Development of the Enterprise Architecture Framework is critical because it provides the rules and definition necessary for the integration of information and services at the design level across agency boundaries. The framework combines business and environment processes and representations to allow planning and development of a blueprint. The Enterprise Architecture Blueprint is the collection of the actual standards and specifications that define what the Business and IT Portfolios are and how they may be built. The Blueprint contains the details that are essential for allowing data to flow from agency to agency, just as water flows through the pipes and electricity flows through the wiring of a well planned home. Given that DPW is moving towards an enterprise architecture with an increased emphasis on SOA, it is imperative that the SOA reference architectures align with the overall enterprise architecture blueprint. Just as the object-oriented approach required analysis and design methods, we need similar methods to support solution modeling that is consistent with the enterprise architecture. For SOA, we need methods that facilitate building solutions that conform to the SOA reference architectures (and therefore embody the SOA principles), and are able to address each aspect of the solution – covering both business and IT.</p>
<b>h. Systems and technology feasibility studies, proof of concepts and pilots as required</b>	<p>During these studies, Deloitte first identifies and develops an understanding of the problem areas so that we can outline the requirements that the response to the problem must meet. The identified options are then evaluated in different ways, including functionally, technically, and economically, to determine which option is most appropriate for the organization. Sometimes a proof of concept or a pilot is required to have a better understanding of a potential solution's capabilities. Once these evaluations are complete, they are compiled into a feasibility study report.</p>



Lot 6 Activity	Deloitte's Approach Results in Successful Execution of Lot 6 Activities
<p><b>i. Application Modifications and enhancements alignment</b></p>	<p>Deloitte works with DPW and other Lot Vendors to validate that system modifications and enhancements align with the following areas: other ongoing modifications, previous modifications, existing maintenance releases, previous maintenance releases, the Enterprise Architecture and the SOA framework. We do this by conducting in depth business requirement translation sessions, system requirements and GSD review sessions, and DSD review sessions.</p> <p>Deloitte's comprehension of application modifications and enhancements, in tandem with our hands-on experience with the five major DPW systems and its enterprise architecture, offers us an edge in partnership with DPW that can smooth the process of designing and implementing large system changes. Our understanding of these and other DPW initiatives allows us to develop a comprehensive bird's eye view of DPW's projects that is used to coordinate efforts and resources across the enterprise. It is this understanding that will empower us to facilitate stakeholder agreement, gain user buy-in, and develop an enterprise-wide collection of systems design with which to progress forward.</p>
<p><b>j. Initial Systems capacity estimates and planning</b></p>	<p>Deloitte understands capacity planning as the process to estimate infrastructure and hardware resources required to support an application. We will use environment capacity plans to determine the infrastructure and hardware requirements necessary to support anticipated transaction volume. We approach capacity planning during various phases of SDLC giving us the opportunity to refine and improve accuracy of estimates with each advancing stage of software development. Our understanding of DPW systems provides us with the functional knowledge necessary to collaborate for this effort. We have experience with industry leading scalable virtualization and load balancing technologies to bring minimum downtime during maintenance.</p>
<p><b>k. Information Life Cycle Management (ILM) Systems Strategies</b></p>	<p>Deloitte's ILM strategic framework is comprised of data classification, data management and mobility, process transformation and storage prioritization. Deloitte brings a comprehensive approach for ILM which includes a three step process of performing an ILM capability review, ILM Foundation, and an ILM strategy and Roadmap. We understand the importance of ILM not only from a cost and data perspective but also policy and regulation perspective. Where agreed upon with DPW, we will work with DPW stakeholders including BIS to design and document an effective ILM strategy is implemented.</p>





Lot 6 Activity	Deloitte's Approach Results in Successful Execution of Lot 6 Activities
<p><b>I. New Technology Evaluations</b></p> <p><b>m. Evaluate custom, COTS, SaaS, and Transfer Technology solution options</b></p>	<p>Deloitte works continuously with DPW to evaluate new technology. As part of our Lot 6 activities, we will have open discussions with DPW on whether or not it makes sense to consider new technologies, COTS, SaaS, or other transfer technologies. When it makes sense to consider those options as the best fit for the enterprise, we will conduct the appropriate evaluations, feasibility studies and prototypes to assist DPW in making an informed decision.</p> <p>We believe that DPW's current suite of applications provides plenty of opportunities to evaluate potential new technologies that can be implemented on an existing system or leveraged as a new system. Deloitte's approach to evaluate COTS, custom, transfer solutions or new technologies involves various metrics and measures that will be tracked for the vendors and technologies under consideration. Based on these measures we provide leadership with a scorecard for comparison. This will allow them to make an informed decision on which technology would best fit DPW's needs.</p>
<p><b>n. Project Management of Individual and Multi-Vendor IT projects</b></p>	<p>Deloitte's uses leading project management methodologies, tools, practices, and approaches as the basis for our approach. Deloitte's approach is to use your SDM and project management methodologies for project management and couple it with our experience and leading practices in project management. Deloitte's ePMM4 methodology is based on the Project Management Body of Knowledge (PMBOK).</p> <p>Managing multivendor IT projects is a skill that Deloitte has demonstrated at DPW time and again. We understand the importance of managing a project not only from the SDLC implementation perspective, but also managing expectations, vendor relations and risks. We bring to the table, certified project management practitioners who have years of experience working on large-scale implementations like DPW to confirm delivery of a quality work product.</p> <p>Deloitte has provided overall project management and Project Management Office (PMO) support to many of the in-scope DPW applications for anywhere from 5 to 15 years. This experience provides us with a unique perspective on the requirements for project management coordination across the application teams, and will provide a strong baseline for helping DPW to integrate multiple vendors in the execution of this important project.</p>



Lot 6 Activity	Deloitte's Approach Results in Successful Execution of Lot 6 Activities
<p><b>o. Requirements Traceability Matrix Updates</b></p>	<p>We believe that RTM is one of the core artifacts of SDLC and it is very important to maintain and update RTM in a timely manner. Deloitte will update the RTM during the system requirements and GSD phases. Given the hand-off between vendors from lot 1-5 to lot 6, it is particularly vital that the RTM be maintained and agreed upon by all parties. Our staff is very familiar with using this as a tool on several different projects and we will work with DPW to finalize this artifact. This will help in determining:</p> <ul style="list-style-type: none"> <li>• Where and how the requirement is implemented</li> <li>• If all requirements have been met</li> <li>• The impact of changing a requirement</li> </ul>
<p><b>p. Business solution development and delivery process improvements</b></p>	<p>Business solution delivery is the core of Lot 6 system requirements and design activities and we believe that we are the only vendor who understands what it means and can bring the right mix of resources, including external vendors to collaborate, develop, and most importantly deliver on a consistent basis. Through each of our designs, we look for ways to improve upon user and citizen processes. We leverage our business modeling skills to develop designs that are user friendly but capture the critical information necessary to manage cases and deliver services. As a few examples, our approach has brought process improvements to the self service application process through COMPASS and the capturing of preschool case management through HCSIS. Deloitte can assist DPW to move to new levels of business excellence through incremental process improvements that are either benchmarked against established models or focused on specific areas of improvement. Our delivery approach is centered around experience, innovation, collaboration, adaptation and transparency.</p>

**Figure 6.3-38. Deloitte's Approach Results in Successful Execution of Lot 6 Activities.**

As the Lot 6 offeror, Deloitte's System Support Services team will assist DPW in achieving its objectives of improving business performance, improving the services they provide to citizens, decreasing their costs, and achieving their core goals. We will communicate and collaborate effectively with Lot 1-5 and 7 Offeror's and DPW to drive the review, translation, creation and management of the functional objectives, business requirements, system requirements, general systems design and other priorities of the business solution (the WHAT) for the next iteration while our project team determines the tasks and estimated effort (the HOW) to achieve these objectives. Other vendors may critique the past or speculate about the future but Deloitte can substantiate our claims with actual delivery, past performance and results. Our prior experience supporting each of the lots allows us to minimize the hand-off to another vendor. We have done it so we know what it takes to be successful. With over 40 distinct systems, DPW needs the vendor who knows how to operate each and every system and how they interact. We understand that continued operation of these systems is the lifeblood of DPW.



Deloitte has been a trusted partner of DPW's for over 30 years. We will work collaboratively to assess and implement application support services activities and facilitate coordination amongst other selected offerors to form one cohesive team. Throughout our relationship with DPW, we have proven that we can work effectively in every area highlighted in lot 6 and produce measurable results. System support services are comprised of various domains that need to be addressed with effective processes and feedback mechanisms in order to provide support to DPW and its users. As highlighted with our overall approach above, in each area of system support, Deloitte will provide a comprehensive methodology for system support services across all DPW applications.

---

As the leading HHS systems integration firm nationally, we have supported several million citizens in receiving HHS benefits annually.

PELICAN - 150,000 receive child care services

iCIS – 2.5 million citizens serviced

HCSIS - 80,000 Aging and Disables customers

PACSES – 1.2 million cases

In addition to the items you have identified in bullets A-P in the Required Activities/Tasks, this section also includes additional requirements from the RFP narrative on **pages IV-329 through IV-331** in the Required Activities/Tasks section. These items are addressed in the remainder of this section and are organized as follows:

- System Support Areas
- Warranty Timeframes
- Justifying Technology Approach – Evaluation of New Technology, Custom, SaaS, and Transfer Technology Solution Options
- Recommending New Technologies and Software Utilities
- Open Technologies and Perpetual Licensing
- Coordination Across Lot #6 and Lot #7 for GSD Translation and DSD Validation
- Qualified Personnel
- Collaboration with Other Contractors.



## System Support Areas

IV

Page  
IV-329

RFP Reference: 1.1 Lot#6 Offeror required activities/tasks for Systems Support Services

The selected Offeror is expected to complete activities related to the system in the following general areas: enhancements, modification(s), Business requirements translation and solution conceptualization, EA Models and SOA framework strategies and roadmaps, ARB and technical evaluation documentation, software maintenance, modifications/enhancements support (as required), business and systems technical architecture support, transitions, project management and Systems Development Life Cycle (SDLC) documentation updates.

Deloitte shares the Department's vision of continuing strategic initiatives to provide new cost effective solutions, support business processes, conduct operational activities, and identify innovative approaches to meeting DPW's challenges for today and the future. We are dedicated to bringing the leading resources and skills to meet DPW's strategic priorities and initiatives.

The execution of System Support Services is critical to our vision of supporting the agencies in aligning technical strategies with business needs and improving citizen services.

---

Our goal at DPW is to "Support your transition not ours".

Nationally and locally, we have delivered new cost effective solutions without compromising on the technology or the solution.

"Deloitte's team is highly respected here and works as a seamless part of our MaineCare team."

**Anthony Marple, Director**  
Maine Care Services



System Activities	Deloitte's Approach to Implementation
<p><b>Enhancements and Modification (s)</b></p>	<ul style="list-style-type: none"> <li>• Deloitte's approach to modification and enhancements is driven by four key components: <ul style="list-style-type: none"> <li>- SDM/SDM Rapid</li> <li>- ePPM4</li> <li>- CMMi</li> <li>- SOA/EA Methodology</li> </ul> </li> <li>• These methodologies, coupled with an approach with the sole aim focused on continuous improvement throughout the life of the project, will help Deloitte in delivering enhancements and modifications that are critical to the success of DPW.</li> <li>• Key results derived from our approach center around: <ul style="list-style-type: none"> <li>- Increased Transparency</li> <li>- Migration towards services</li> <li>- Consistency and Standardization</li> <li>- Improved Quality</li> </ul> </li> <li>• Key activities as part of our approach for enhancements and modification(s) would include: <ul style="list-style-type: none"> <li>- Deloitte's role includes: <ul style="list-style-type: none"> <li>- Communicate and Coordinate with Lot 1-5 vendor to finalize system requirements.</li> <li>- Perform impact analysis of the modification on systems across the enterprise. From our past experience we know this cross project collaboration to be crucial in confirming that modification to shared data elements is correctly handled.</li> <li>- Collaborate with BIS to perform Level of Effort analysis.</li> <li>- Conduct Joint Application Design (JAD) sessions.</li> <li>- Present the Enhancements to ARB.</li> </ul> </li> </ul> </li> </ul>
<p><b>Business requirements translation and solution conceptualization</b></p>	<ul style="list-style-type: none"> <li>• To meet the need of expanding agency requirements, integrating with this complex system will require a deep understanding of the system for which Deloitte is the ideal candidate. Our overall approach to integrate new technology with the existing framework, would encompass some of the following: <ul style="list-style-type: none"> <li>- Verify the requirements with Lot 1-5 and 7 Vendor.</li> <li>- When agreed upon with DPW, perform a feasibility analysis of the business requirements.</li> <li>- Perform an impact analysis on the existing system.</li> <li>- Translate business requirements into technical design and conceptualize solution.</li> <li>- Understand overall impact of the solutions to DPW's long term vision and strategy</li> <li>- Align new tools and technologies to Enterprise IT vision and conformance to Enterprise Architecture</li> </ul> </li> <li>• Continue to evaluate tools and technologies against the basic principles of reuse and recycle</li> </ul>



System Activities	Deloitte's Approach to Implementation
<p><b>EA Models and SOA framework strategies and roadmaps</b></p>	<ul style="list-style-type: none"> <li>As the incumbent, Deloitte possess domain knowledge of DPW's EA models and SOA framework. Our team shares ownership of the comprehensive EA-SOA blueprint which outlines the key EA Models relative to Business, Data, Application, Services, Technology, and Governance Reference Models with cross references to SOA frameworks. We will lead, as requested by DPW, or assist in the refining and expanding Enterprise Architecture (EA) Models and Service Oriented Architecture (SOA) Frameworks.</li> </ul>
<p><b>ARB and technical evaluation documentation</b></p>	<ul style="list-style-type: none"> <li>Deloitte will work with DPW to implement proof of concepts or pilots as assessed and required.</li> <li>Any new pilot or technology proof of concept will follow a four step process; evaluate, establish, define, develop. Proof of concept would be evaluated and requirements and business case established across four different domains: <ul style="list-style-type: none"> <li>Business or Program intent or objective</li> <li>Organizational viability</li> <li>Operational viability (Timeline, resources etc.)</li> <li>Financial viability (TCO, ROI etc)</li> </ul> </li> </ul>
<p><b>Software Maintenance</b></p>	<ul style="list-style-type: none"> <li>Deloitte's approach to maintaining DPW's business systems comprise of the following key ingredients: <ul style="list-style-type: none"> <li>Knowledge of DPW's Diverse Technology Platforms and Products</li> <li>Understanding of Cross-system Impacts</li> <li>Experienced Staff</li> <li>DPW Specific System and Business Knowledge</li> <li>Broad Knowledge of Program Office and BIS IT Needs</li> </ul> </li> <li>With the overall objective and primary focus to have a systems that continue to meet DPW's strategic vision from a program and IT standpoint and, most importantly, keeping the applications available and stable resulting in a productive environment Deloitte will continually collaborate with the Lots 1-5 Vendor to obtain Software Maintenance requests that have been prioritized in the form of maintenance releases and work with Lot 7 vendor to implement them.</li> </ul>
<p><b>Modifications/ Enhancements support (as required)</b></p>	<ul style="list-style-type: none"> <li>As the Lot 6 offeror, Deloitte interprets the Business Requirements Document and generates System Requirements and the General System Design. In addition, Deloitte conducts Technical Solution Feasibility Study as directed by the Department.</li> </ul>



System Activities	Deloitte's Approach to Implementation
<b>Business and Systems Technical Architecture Support</b>	<ul style="list-style-type: none"> <li>• A key underpinning methodology of our support approach for strategy and planning, and systems architecture services, and technical services includes the use of the ITIL (IT Infrastructure Library) set of leading practices for IT Service Management. ITIL promotes the philosophy of managing IT through value-driven services versus by technology capabilities and technology platforms In order to address DPW's Direct Technical Support Services requirements,</li> <li>• Deloitte's team has developed a comprehensive IT Shared Services Delivery Framework. This framework is a comprehensive set of processes, tasks and coordination activities tailored to meet the requirements of DPW stakeholders in each of the department's technical and business domains. <ul style="list-style-type: none"> <li>- Our team has strong relationships with BIS staff, and has the technical and personal skills necessary to help create, foster and maintain your overall enterprise technology vision.</li> </ul> </li> <li>• Our approach has been carefully developed based upon the standards and timelines set forth by both the DPW Software Development Methodology (SDM), the standards of each technical domain, and our knowledge of the processes that the Department uses to complete each software release. <ul style="list-style-type: none"> <li>- Our technology support services team is to provide a singular point of contact to BIS, primarily DTE and DIMO for technology related activities that take place within the applications.</li> </ul> </li> </ul>
<b>Transitions</b>	<ul style="list-style-type: none"> <li>• As the selected Lot 6 offeror, we will complete the transition to the new contract and the knowledge acquisition effort for the Child Welfare systems while continuing to help deliver the FY10-11 and FY11-12 initiatives that are part of our current Integrated Solutions and PACSES contracts.</li> </ul>
<b>Project Management and Systems Development Life Cycle (SDLC) documentation updates</b>	<ul style="list-style-type: none"> <li>• Deloitte's approach to documentation is driven by the primary objective of efficiently sharing and managing information and history to facilitate standards, transparency, and consistency. Any changes to the systems architecture and project management documentation go through a rigorous process of review and due diligence before being submitted for approval. Careful consideration is taken to be comprehensive and broad in every aspect of changes and updates made to these documents.</li> </ul>

Figure 6.3-39. Deloitte's Approach to Implementation.

Deloitte has a history of success of working with state, local and federal agencies across the country. With the Commonwealth, Deloitte has collaborated with DPW and implemented systems in compliance with the Commonwealth's policies and standards and is accustomed to working within the procedural guidelines of the individual agencies.

With the help of proven methodologies and leading practices that align with DPW's standards and processes, we are committed to continue our use of the SDM and other methodologies that have been our cornerstone of structure, functional and controls on systems development and work with the Commonwealth to evaluate where these or other methodologies can be tuned to be more effective.

Deloitte helped to design and develop the Systems Development Methodology (SDM) with the program office to oversee and manage developmental tasks. We are committed



to continue our use of the SDM and work with the Commonwealth to evaluate where the methodology can be tuned to be more effective. We confirm that the SDM methodology for managing tasks is being followed by creating project plans that are consistent with the guidelines in the SDM and using these to track initiative progress.

We believe that in order to stay compliant, it is the responsibility of Deloitte, BIS and the program office to validate that the SDM tasks are being followed. We will continue to stay compliant by validating that system support services tasks follow these guidelines:

- Assigning accountability for following the Commonwealth's SDM to our project managers
- Reviewing current activities being conducted by our projects with BIS. Activities will be discussed in reference to the SDM phases
- Using proven, repeatable processes that have been institutionalized in to the culture of the project as recognized by our CMMi Level 3 assessment
- Facilitating deliverable walkthroughs sessions with the Department to provide a check and balance with the artifacts being produced as a result of executing SDM tasks and activities
- Providing an escalation mechanism for the Commonwealth to address concerns that the SDM is being properly followed.

### Key Staff Spotlight Meghan Sullivan



*“As a lead member in our national Home and Community Based Service program and as someone who has worked with other states on Home and Community programs, I leverage my national experience and contacts to bring new solutions and approaches to Pennsylvania.”*



## Warranty Timeframes

IV

Page  
IV-329

RFP Reference: 1.1 Lot#6 Offeror required activities/tasks for Systems Support Services

Warranty timeframes will be flexible and will be determined on a case-by-case basis during the High Level Estimates (HLE) process. Unless otherwise agreed to between the selected Offeror and the DPW Contract Administrator, the selected Offeror should assume a 90-day warranty period from the time the application is physically deployed into live production environments.

We design our applications keeping in mind that any interruption to providing these benefits can lead to a direct hardship for a client. The last 8 releases, across 6 major DPW business systems, have supported 503 new or changed business requirements and required 2200 program object changes, resulting in limited downtime and no interruption to business operations.

Deloitte understands DPW's preference for a 90-day warranty period. A 90 day warranty window will allow for the initiative to continue into future phases in the Software Development Life cycle and thus allow defects in the system requirements or design to be uncovered as part of those future phase(s). As the Lot 6 offeror, we will warrant the System Requirements Document and General System Design for a 90-day period after they are approved. If appropriate, Deloitte will work with DPW to determine a shortened warranty time period. It is expected that this shortened time period would be discussed for smaller initiatives to help reduce the overall cost of the initiative and will be reflected in the HLE and work order.

It is our understanding the warranty of the software will be the responsibility of the Lot 7 vendor, which will follow the 90 day warranty period from the time the application is physically deployed into a live production environment.

## Justifying Technology Approach – Evaluation of New Technology, Custom, SaaS, and Transfer Technology Solution Options

IV

Page  
IV-329

RFP Reference: 1.1 Lot#6 Offeror required activities/tasks for Systems Support Services

Before the Department will approve any Change Request, Change Request equivalent, or Work Order that involves custom development and/or new technologies, the Offeror will be required to provide written documentation that justifies why this approach is recommended over a solution that incorporates reusable service component(s), leveraging existing technology platforms and infrastructures, or a COTS (COTS) product.

Deloitte has a legacy of bringing fresh, innovative ideas and proven COTS products - when beneficial to our clients. Before the Department will approve any Change Request, Change Request equivalent, or Work Order that involves custom development and/or new technologies, Deloitte understands that we will be required to provide written documentation that justifies why this approach is recommended over a solution that incorporates reusable service component(s), existing technology platforms and infrastructures, or a COTS (COTS) product.

Deloitte understands that new technologies for DPW will require documented rationale for justification and alignment with your EA footprint (e.g., a standard for platforms, new



technologies will align with existing platform or augment platform). In assessing the needs for DPW, it will be important that the analysis underscores key factors to justify DPW's investment, these may include:

- Consistent approach to technology (EA Framework and IT) and aligns with overall vision for DPW
- Low costs but not compromising on agency's demand to meet requirements
- Value in this investment going forward not only from a TCO standpoint but also from futuristic perspective of reuse and recycle

As the Lot 6 offeror, we will:

- Review the requirements and do a mapping to the process and the technology solutions in the marketplace that may address requirements; we are technology-agnostic and can offer DPW an objective assessment of the potential solutions.
- Identify upfront what the critical requirements are and differentiate between "nice to have" and "must have" requirements
- Make sure there is mandatory compliance with must have requirements and reasonable compliance with nice to have requirements
- Drive the discussion through an impact and the resulting recommendation and or business case to include any industry insight leveraging leading practices of use of similar technologies listing relevant successes and failures
- Perform a COTS analysis against pre-determined criteria.

As part of the COTS analysis, we will assess the technology against key questions, including DPW's COTS criterion to:

- Determine if the solution adequately satisfies critical business requirements
- Determine if the solution adequately satisfies critical technical requirements
- Completely and reliably support the day-to-day business operations
- Determine if the solution requires strong customization in order for it to successfully function in our environment
- Determine if the solution requires business process re-engineering to be utilized successfully in our environment
- Determine if the vendor successfully demonstrated the scalability and capabilities of this solution operating in similar environments (e.g., technologies, scope, size, and complexity)
- Determine if the system be adequately supported and maintained using external and/or internal resources
- Determine the total cost of ownership (TCO) reasonable and realize value added business outcomes and services



- Determine if the vendor has a solid position in the industry with a centric end-user and future strategic product focus
- Maintenance agreement and licensing model meet Commonwealth legal requirements exist
- Determine how extensive is the level of effort required to fully implement this solution (e.g., stand-up, configure, BPR, training, and fully operationalize)
- Determine if the vendor is financially viable and will be able to support this product for the future

There are a number of benefits DPW will realize with the Deloitte approach to the COTS selection process, including:

- Time
- Cost
- Minimal impact to existing business and system processes
- Refining and expansion of DPW's EA Framework.

## ***Recommending New Technologies and Software Utilities***

**IV**

Page  
**IV-329**

RFP Reference: 1.1 Lot#6 Offeror required activities/tasks for Systems Support Services

The selected Offeror of **Lot #6** may recommend new technologies and software utilities during the contract period to support EA-SOA initiatives, improve business operations or solution design, development, and delivery processes. The selected Offeror of **Lot #6** must justify the need, value proposition, impacts to project resources and timelines, and total cost of ownership to the DPW Contract Administrator. To accomplish this, the Offeror must formally present their recommendation(s) and secure an endorsement through the Technical Review Board and/or Architecture Review Board process prior to submission of a Work Order requesting procurement requiring formal approval from the DPW Contract Administrator. Should the DPW Contract Administrator request the selected Offeror of Lot #6 lead or assist in a pilot or proof of concept for a specific technology or software, the Offeror must provide a Pilot or Proof of Concept document that provides the level of detail, but not limited to, the information outlined in the Pilot/POC Guideline provided in **Appendix FFF**.

The selected Offeror of **Lot #6** will be required to architect sound cost-effective technical solutions that at times may invoke a make versus buy decision. At the direction of the DPW Contract Administrator, the selected Offeror of Lot #6 will be directed to propose a COTS, SaaS, or Transfer Technology solution alternative versus a custom-built solution to meet the business needs. Then the Offeror of **Lot #6** must conduct a feasibility study incorporating the COTS Evaluation Selection Process results into the feasibility study document. Please reference COTS Evaluation Selection Process in Appendix AAA. Should the DPW Contract Administrator request the selected Offeror of Lot #6 lead or assist in a pilot or proof of concept to evaluate the solution alternatives, the Offeror must provide a Pilot or Proof of Concept document that provides the level of detail, but is not limited to, the information outlined in the Pilot/POC Guideline provided in **Appendix FFF**.

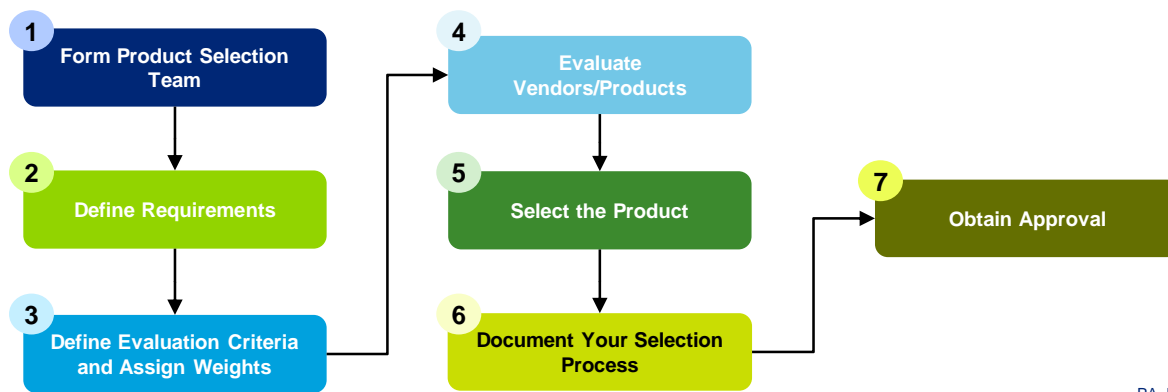
## **Comprehensive Approach to Recommending New Technologies**

Deloitte understands that our recommendations must improve DPW's EA-SOA initiatives, business operations, design, development, and delivery. We must clearly identify the deliverables that illustrate the value proposition and impacts to project resources and timelines to DPW. We will comply with the DPW's process to demonstrate the value proposition of our recommendations.

It is important to address new requirements (e.g., mandates, guidelines) in instances where current systems do not support them while maintaining a consistent approach to the DPW EA Blueprint. DPW's current suite of applications provides opportunities to

evaluate potential new technologies that can be implemented on an existing system or leveraged as a new system. New technology can be in the form of a COTS product, reporting software, new technology platform, or a transfer solution system. This section provides an overall process that we believe will help DPW with the evaluation of any new technology. New technology options and recommendations will be evaluated against business need, value to the Department and the Commonwealth’s constituents, level of effort assessment and impact on resources and project schedule. A preliminary cost impact can also be provided and this will be delivered through Deloitte’s estimation tool, in conjunction with the HLE and Work Order process.

We will work closely with the Technical Review Team (TRT) to confirm the required components of our analysis. Based on our experience with you, we understand that the key steps in your process include the following components as depicted below.



PA\_DPW-904

**Figure 6.3-40. DPW Product Evaluation Process.**

Product evaluation requires analyzing the product and the vendor against competing alternatives. Deloitte is committed to assisting DPW find the most value during the product selection process.

Process Components	Description
<b>Form Product Selection Team</b>	Establish a multidisciplinary evaluation team. Identify key participants including SME, Users, DPW Executives that involves the key stakeholders (e.g., Business Partner/Vendor, Technical, Program Office) while leveraging the existing Architecture Review Board (ARB) processes. who will review and make final recommendations on product to be selected
<b>Define Requirements</b>	Clearly define and document the business and technical requirements. Program defines business needs and works with BIS Portfolio managers to outline high level requirements, business case, establish priority, funding, and then develop a Charter.
<b>Define Evaluation Criteria and Assign Weights</b>	Establish the detailed evaluation worksheets to be used by the BTR evaluation team based on the approved weighted matrix. This worksheet will be used to assist the evaluation team members in qualifying vendors confirming they completely satisfy or exceed the key/critical business and technical requirements during the vendor product demonstrations.



Process Components	Description
<b>Evaluate Vendor and Products</b>	Establish vendor demonstration meeting schedule based on vendor and BTR evaluation team and resource availability. BTR team evaluates vendor demonstrations for each vendor to identify the leading solution. Perform a detailed review and assessment for each solution alternatives using the predefined worksheets and weighted matrix while participating in formal structured product demonstrations with the vendors. During the demonstrations, each evaluation team member shall assess, score, and document vendor responses (for their respective areas of proficiency) using the evaluation worksheet documents for each vendor. Solicit further clarifying information from vendor if required.
<b>Select the Product</b>	Select the product Finalize this document for executive management and ARB review and approval.
<b>Document Your Selection Process</b>	Perform the comparative analysis, summarize results, and rank vendors. Record final results, outcomes, and recommendations in an Executive Summary Document for next phase.
<b>Obtain Approval</b>	Present final Executive Summary Document to program sponsors/executive management and legal for their review and approval to move forward with final recommendations); this phase leverages ARB process

Figure 6.3-41. DPW Standards Alignment Processes.

The process was developed to provide a structured approach to research and conduct a detailed evaluation of enterprise level commercial software products as well as transfer technologies solution alternatives. In addition, this process assumes a holistic approach to take into account many critical business and technical perspectives to determine the leading solution.

DPW, Deloitte, and the Lot 1-5 and Lot 7 vendor will jointly implement this process to determine the final selection is the most effective and leading value added solution from both business and technical perspectives.

In addition, we may complete pilot or proof of concept of our recommended solutions. Based on our experience with you, we have conducted several pilots or proof of concept for projects, such as Corticon. We know the value of doing pilots, especially if the technologies are new and to meet DPWs process expectations and protocols.

### Supporting DPW in Make vs. Buy Decisions

The DPW Systems Architecture has dramatically evolved over time. Moving forward, the architecture will continue to expand to accommodate the ever changing needs of DPW. As, the architecture changes to accommodate these new requirements, Deloitte continues to support DPW in making the appropriate technology decision that meets the requirements at the leading value.

Deloitte has a history of assisting DPW in bringing new technologies, transfer solutions, and COTS products to meet your technology needs. The addition of the Corticon rules





engine and Adobe product suite have streamlined delivery of services to the citizens and eased maintenance costs of the applications. Deloitte continues this approach as the Lot 6 offeror and we understand that a key ingredient of executing a make vs. buy decision is completing a feasibility study. The high-level activities for the Feasibility Phase are outline in Figure 6.3-42:

Key Activities	Description
Research the business problem or opportunity	Within this activity Deloitte along with the DPW representatives reviews and validates the problem or opportunity as stated in the Business Requirement Document (BRD) submitted by the Lot #1-5 Offeror.
Confirm the business requirements for a solution	Based on the review process any deviation from the BRD is documented. During this activity the goals and objectives for the modification initiative are also identified.
Identify the alternative solutions available	We understand that there are usually several solutions to achieve a goal or solve a problem. We identify the alternative solutions available – this includes any COTS products.
Review each solution to determine its feasibility	We undertake a broad Business and Technical assessments of the solution alternatives identified and then determine its feasibility.
List any risks and issues with each solution	We list risks and issues with each solution identified during the Business and Technical assessments.
Choose a preferred solution for implementation	Based on the cost benefit analysis and comparative analysis Deloitte, in conjunction with BIS, chooses an effective solution for implementation. Deloitte describes the recommended solution in detail.
Document the results in a feasibility report	The results are documented in the Technical Solution Feasibility Study document with components like the Executive Summary, Problem Statement, Goals and Objectives, Assumptions and Constraints, Solution Alternatives, Comparative Analysis, and Feasibility Options.

**Figure 6.5-42. High-Level Activities for the Feasibility Phase.**

The COTS Evaluation Selection Process is an integral component of our overall feasibility study approach and we incorporate the key ingredients of the COTS Evaluation Selection Process into the feasibility study steps outlined in the previous figure.

When agreed upon, the proposed team will assist in Proof of Concepts or Prototypes. Proof of Concepts/prototypes are needed to test and demonstrate the solution alternatives. One or more prototypes may be chosen within the project depending on the proposed solution and reviews are conducted on the outcomes of the prototype. A prototype is an effective tool in aligning understanding of solution capabilities with the end user, DPW, and solution team. Prototypes are helpful in mitigating the risk of project hurdles.





Additional details regarding our processes for recommending new technologies and supporting DPW in make vs. buy decisions can be found in both *Section 6.5*, and *Section 6.9*.

## Open Technologies and Perpetual Licensing

IV

Page  
IV-330

RFP Reference: 1.1 Lot#6 Offeror required activities/tasks for Systems Support Services

The selected Offeror of **Lot #6** may propose various software, tools, techniques, technologies required to support this contract. The selected **Lot # 6** vendor's software, tools, and technologies must be OPEN or if proprietary, the Offeror must make the licenses available to the Commonwealth of Pennsylvania. The licenses must be perpetual licenses and not licenses limited to the life of the contract. Reference **Appendix A, Section A-5.2.2**. The selected Offeror must allocate sufficient time during the transition period to fully implement and educate and train DPW business and technical staff regarding the proposed software, tools, technologies, and processes (if required) to support operations.

Deloitte understands that DPW will allow the Lot 6 offeror to propose various software, tools, techniques, technologies required to support this contract. However, the selected Lot 6 offeror's software, tools, and technologies must be open or, if proprietary, the Offeror must make the licenses available to the Commonwealth of Pennsylvania.

The licenses must be perpetual licenses and not licenses limited to the life of the contract. (Reference Appendix A, Section A-5.2.2.) In addition, the selected Offeror must allocate sufficient time during the transition period to fully implement and educate and train DPW business and technical staff regarding the proposed software, tools, technologies, and processes (if required) to support operations. For example, for DPW, we would assess open source technologies using these criteria.

We understand the need to be transparent, consistent and accurate, especially given the multiple handoffs between multiple vendors. Given the complex nature of the environment and importance of design in the life cycle of the project, Deloitte follows a very structured and transparent approach to GSD review and translation and development of the DSD. Every requirement and corresponding technology component will undergo a series of checks and balances against enterprise architecture, checking for conformance and compliance where applicable. Before submitting our DSD to DPW, our team:

- Validates that the GSD and DSD documents align through meetings with the Lot 6 offeror
- Validates the design meets and correctly interprets all functional and non-functional requirements
- Validates the design conforms to DPW's EA Model
- Validates the design fits within DPW's SOA Framework
- Validates that the design follows DPW standards

Wisconsin's eligibility systems' vendor for the last 16 years:

“Don't believe that the amount of innovation we've been able to achieve would be possible without Deloitte.”

**Jim Jones**

Deputy Administrator, Division of Health Care Access and Accountability, Department of Health Services; Madison WI

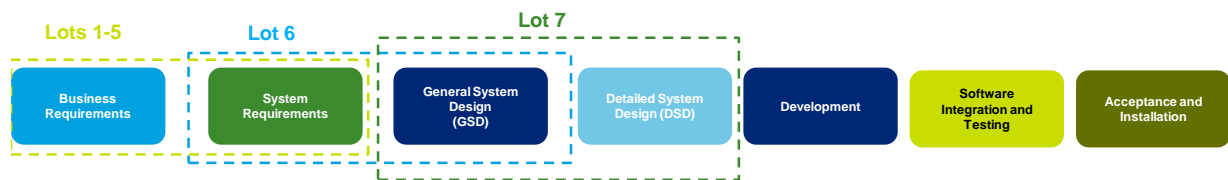
- Validates that the design follows DPW’s technology life cycle roadmaps.

In addition, new requirements are vetted thoroughly with the ARB before services are built to fulfill program, functional, or non-functional requirements. This vetting process involves domain area SMEs and other key stakeholders validates that any ensuing outcomes, changes, deliverables align with enterprise vision, from a program as well as a technology standpoint.

### Coordination Across Lot #6 and Lot #7 for GSD Translation and DSD Validation

<b>IV</b>	Page <b>IV-330</b>	RFP Reference: 1.1 Lot#6 Offeror required activities/tasks for Systems Support Services
-----------	-----------------------	---

The selected Offerors for both **Lot #6** and **Lot #7** will coordinate to validate the DSD document for correct interpretation and translation of the GSD and predefined systems requirements prior to formal artifact submission to DPW. Once the DSD has been vetted through the Architecture Review Board (ARB) process and formally approved by DPW Contract Administrator, the DSD then becomes the blueprint for the Offeror of **Lot # 7** to build the business systems solution. Deviations from the DSD in the build phase must be reviewed and approved through the ARB 3 process. Depending on the significance and impact assessment, variances to the DSD may require formal review and endorsements through the Change Control Board and executive steering teams with final approvals from the DPW Contract Administrator. Lastly, there must be clear traceability and validation of business requirements throughout all the SDLC phases.



PA\_DPW-1122

**Figure 6.3-43. Deloitte’s Approach Relies Upon Coordinated Collaboration for Key Handoffs.**

Three C’s that drive successful translation of requirements between Lot#6 and lot #7, Coordinated, Collaborated, Cyclical.

Deloitte understands the importance of continuous coordination and collaboration between various stakeholders at each phase of the SDLC. This coordinated activity is particularly relevant as the project transitions from the General Systems Design phase to the Detailed Systems Design phase given the disparate but interrelated responsibilities of the Lot 6 and Lot 7 vendor in each phase. A strong application design serves as the foundation for system implementation success. Strong application design begins with a robust GSD that translates user requirements into quality application deliverables and ends with a comprehensive DSD that breaks down the application design into more granular system components.

Based on our understanding, the Lot 6 offeror will be responsible for creating or updating the project GSD based on the documented requirements from the Requirements Phase. The approved GSD will be the primary input for creation of the DSD under the responsibility of the Lot 7 vendor. In addition to the GSD, key inputs may also include:

- Use Cases



- Logical Data Model
- Screen Shot Details Document
- Business Logic Diagrams or Activity Diagrams
- Initial Capacity Plan
- Initial Conversion Plan or Day 0 Data Population Plan
- Initial Key Considerations Document
- Requirements Traceability Matrix (*expanded*)
- Work Plan

In order to achieve a proper hand-off of these essential inputs, we propose that the Lot 6 and Lot 7 vendors conduct initial Joint Application Design (JAD) sessions to facilitate detailed walk-through's of the documentation. These sessions will provide the Lot 6 offeror with the opportunity to describe in detail the contents of each document and address any immediate questions or issues raised by the Lot 7 vendor. The number of JAD sessions will depend on the level of detail documented through the GSD and the complexity of the system requirements.

Throughout the DSD Phase, we anticipate that the Lot 6 offeror will need to be available to collaborate with the Lot 7 vendor for clarification of any additional questions that may arise. Periodic design review sessions may be used as an additional quality control measure to confirm that DSD development remains in line with the GSD and addresses the system requirements as documented in the traceability matrix.

Structured coordination and collaboration activities such as these will help achieve the following:

- Creation of a system design that truly reflects the essence of the business requirements and its ability to meet the program goals and objectives
- Validate the correctness and completeness of business requirements and system requirements gathered during the requirements phase.
- Validate our assumptions about business and system requirements. For example in reporting and analytics, assumptions about data loading strategy can deliver varied results.
- Determine that no business or system requirement is lost between phases via continuous communication between Lot #6 and Lot #7.
- Minimize issues and risks by communicating concerns.

In addition to the periodic review sessions, we propose to work with the Lot 7 vendor to leverage proven techniques to validate the system design. Where appropriate, we encourage the use of Prototypes and Proof of Concepts as tools to enable a visual and functional representation of the future production application. These techniques provide a transparent approach to the design process and will help improve the overall quality of the design. Prototypes and Proof of Concepts are also excellent tools for facilitating final



walk-through's of the DSD with interested stakeholders, including the Program Offices, BIS and the Lot 1 – 5 vendors.

Coordinated and collaborative activities will also play a key role in managing compliance with the overall DPW enterprise architecture and infrastructure. The Lot 6 offeror will be well positioned to use the JAD sessions and periodic review sessions to validate the systems requirements against the EA Blueprint and services repository and coordinate with the Lot 7 vendor to confirm that a liner relationship exists between the GSD and DSD.

Based on our success in the past with DPW and many other states like Michigan, Wisconsin, Alabama, and West Virginia in implementing and enhancing state applications, we believe that we have a strong design approach that fosters strong collaboration between the Lot 6 and 7 vendors during these critical phases of the project. Communication and co-ordination is the key to success in the requirements creation and design processes.

As outlined in the phases and tasks below, the translation from BRD to SRD and GSD to DSD in a multi-vendor environment requires additional steps and reviews to allow sufficient time for each Lot vendor to perform their responsibilities defined under the new lot structure. These critical steps for accurate BRD and GSD translation could add an additional 18 to 35 days to the SDLC timeline.

	Translation	Review	Validation
Lot 6	<p><b>Tasks</b></p> <ul style="list-style-type: none"> <li>Conduct Walkthrough of GSD documentation (3 – 5 days)</li> </ul> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>Submit GSD documentation to Lot 7</li> </ul>	<p><b>Tasks</b></p> <ul style="list-style-type: none"> <li>Review the accuracy of the translation of GSD into DSD (5 – 10 days)</li> <li>Identify concerns, gaps and issues</li> </ul> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>Action Items</li> <li>Parking Lot Issues</li> </ul>	<p><b>Tasks</b></p> <ul style="list-style-type: none"> <li>Validate assumptions made in DSD documentation (5 – 10 days)</li> <li>Validate accuracy of DSD details</li> </ul> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>Action Items</li> </ul>
Lot 7	<p><b>Tasks</b></p> <ul style="list-style-type: none"> <li>Take notes of walkthrough during session</li> <li>Create draft DSD Documentation</li> </ul> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>Meeting minutes and notes</li> <li>Issue and Risk Action Item logs</li> </ul>	<p><b>Tasks</b></p> <ul style="list-style-type: none"> <li>Review the accuracy of the translation from GSD to DSD</li> <li>Confirm requirements with Lots 1 – 6 vendor</li> </ul> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>Meeting minutes and notes</li> <li>Issue and Risk Action Item logs</li> </ul>	<p><b>Tasks</b></p> <ul style="list-style-type: none"> <li>Finalize requirements with Lots 1-6 vendor (5 – 10 days) and Program offices</li> <li>Resolve disputes</li> <li>Submit deliverables to the Review board</li> </ul> <p><b>Deliverables</b></p> <ul style="list-style-type: none"> <li>DSD document</li> <li>Issue and Risk Action Item logs</li> </ul>

PA\_DPW-905\_2

**Figure 6.3-44. Lots 1-5, 6 and 7 Coordination.**

Deloitte's approach includes a clear breakdown of task and deliverable responsibilities for Lot 6 and interactions with Lots 1-5 and 7 during the GSD and SRD translation, review, and validation handoff.



## Qualified Personnel

IV

Page  
IV-330

RFP Reference: 1.1 Lot#6 Offeror required activities/tasks for Systems Support Services

DPW requires that the selected **Lot # 6** Offeror have suitable qualified personnel resources, facilities, and supplies necessary to support the application support services (relevant services as required), shared and direct technical services outlined in this RFP. The Offeror will be required to align resource capacity to meet demands and to successfully support multiple engagements and business priorities independent of specific program, business function, and/or in-scope systems. Reference the Required Work Skills provided in Section D1 of the RFP.

As indicated through the table in *Section 6.3.2.1*, where we list detailed information about the experience of our staff, we have the ability to exclusively deliver hundreds of highly skilled individuals, with current DPW experience, to provide information technology services to DPW. In *Tab 8.0, Personnel*, we provide resumes and skill summaries of our staff.

Deloitte realizes that unplanned situations occur, where immediate action is required to fill positions. This is not an unusual situation for our firm; as our client's business needs have evolved, we have had to deal with this issue many times. Our response to these situations has been to exercise a rapid deployment strategy. This strategy effectively increases the overall population for resources by broadening the subcontractor pool. When coupled with our internal network and existing contractor base, this reduces the overall time to market of potential candidates.

For example, using this strategy, we recently helped stand up a technology solution to support Pennsylvania Fair Care by quickly pulling together a cross-functional team and deploying within three weeks of the project start. At the same time, we led an effort with the federal government to establish a technology solution for the high risk pool; that effort involved forming a 50 person team in two weeks and deploying in less than three months. We intend to leverage our rapid deployment strategy as part of the staffing strategy approach for DPW. As a result, we have the ability to scale up and scale down rapidly to address changes in DPW's information technology needs.

The ability to allocate the right resources is fundamental to the success of any business. The right resources often are those that have specific skills which are in high demand and sometimes difficult to locate. Deloitte's services are routinely categorized as those in high demand, and we are proficient at the locating and allocating of these specialized resources. When a skill is identified as being something that will be in strong demand for our clients, we label this as a 'hot' skill and execute a campaign to focus on the attracting and hiring of those skill sets through our internal recruiting and staffing network of over 200 practitioners. Alternatively, we can also turn to our supplier network to provide those skills for us. It is a credit to our firm that because of the types of services and projects we perform, Deloitte attracts individuals with critical skills, even when market competition is difficult.

We understand that demands for staff needs can vary throughout the life-cycle of projects and also at times can place great demands on the ability of providers to allocate sufficient resources. Through our own qualified internal resource pool, internal

recruiting capabilities and an broad subcontractor network, Deloitte is well suited to meet the resource needs of the Commonwealth of Pennsylvania, particularly to meet peak demand periods.

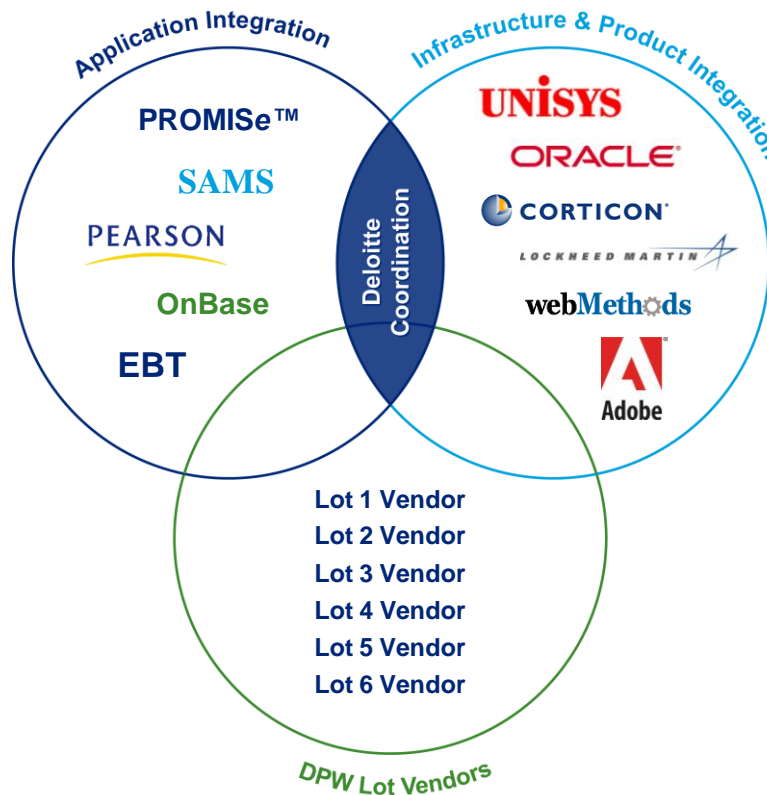
### Collaboration with Other Contractors

<b>IV</b>	Page <b>IV-331</b>	RFP Reference: 1.1 Lot#6 Offeror required activities/tasks for Systems Support Services
-----------	-----------------------	---

**NOTE:** The selected Offeror must work collaboratively in the assessment and implementation of any application support services activities. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

The nature of any complex organization with mature information technology systems is that it requires collaboration with multiple vendors across multiple systems. Our more than 30 years of experience with DPW has given us the opportunity to demonstrate our ability to work with other vendors in delivering results for the Commonwealth.

The graphic below illustrates the collaboration required with vendors of other applications and the role we support in this coordinated effort.



PA\_DPW-591\_4

**Figure 6.3-45. Collaboration with Other Vendors.**

Maintenance of DPW applications requires coordination with a number of other vendors who manage infrastructure, applications, and operational activities that interact with the in-scope applications.

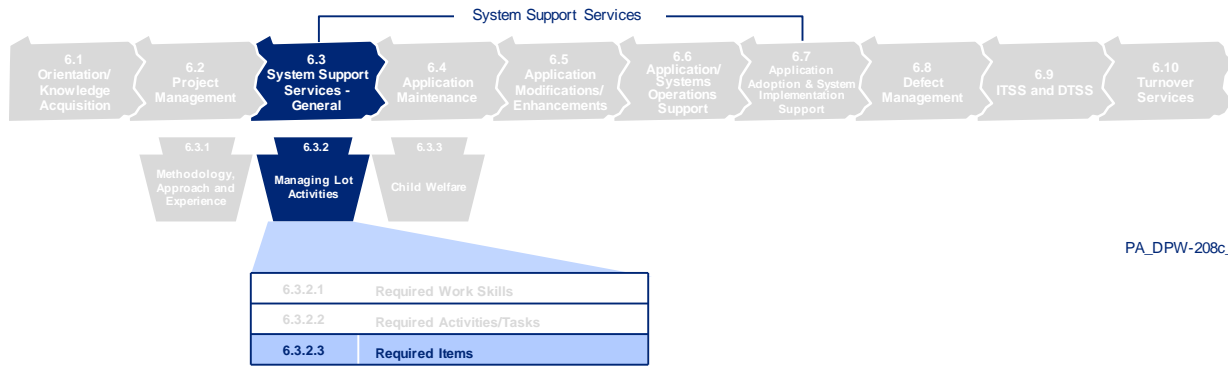


In just the last 12 months, our team has demonstrated our ability to successfully implement modifications that impacted each of these systems managed by other vendors. Given DPW's Enterprise Services vision, we fully expect that as we move forward together, the ability to assist in impact assessment around other systems, as well as to collaborate with other vendors, will be critical to DPW's ongoing success.





### 6.3.2.3 Required Items



PA\_DPW-208c\_5

### Meeting Goals and Expectations through Working with Designated DPW Stakeholders and Third Party Vendors

<b>IV</b>	Page <b>IV-331</b>	RFP Reference: Systems Support Services Overview Required Items
-----------	-----------------------	---

The Selected Offeror for **Lot #6** must describe in detail how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Lead and assist DPW in achieving the overarching goal and stated objectives; 2) Accomplish the stated expectations.

**Deloitte builds on our jointly established, mature operational framework and brings innovation and execution towards DPW’s stated objectives and expectations. We tailor our procedures, assets and tools to better support a multi-vendor, multi-system operating model. Our approach enables DPW to achieve its overarching goals within DPW’s timeframes while migrating towards a new operating model.**

We highlight the key features of our approach to Systems Support Services Required Items in the table below.

Features	Benefits
<p>Brings the full resources of the leading Public Sector HHS firm to further DPW’s vision, overarching goals, and stated objectives and expectations</p> <ul style="list-style-type: none"> <li>Proposes staff that understand DPW’s business and DPW’s EA/SOA goals and expectations</li> <li>Brings new technologies, software utilities and leading practices from Deloitte’s national HHS client and project base</li> <li>Proposes an advisory panel that includes Deloitte’s national leaders in SOA and Enterprise Architecture</li> </ul>	<ul style="list-style-type: none"> <li>Improves our performance towards achieving DPW’s goals with each project’s implementation</li> <li>“Innovation in-sourcing” to DPW improves our effectiveness and DPW’s ROI</li> </ul>
<p>Uses DPW’s IT Methodology that includes processes, tools and methodologies that we jointly developed with DPW to provide and manage System Support Services</p>	<ul style="list-style-type: none"> <li>Established methodology better facilitates multi-vendor, multi-system model and introduction of new vendors</li> </ul>



Features	Benefits
<p>Extends DPW’s IT Methodology with tailored procedures, artifacts and tools to better support a multi-vendor, multi-system operating model</p> <ul style="list-style-type: none"> <li>• Incorporates collaboration points</li> <li>• Develops a robust communications plan jointly with DPW</li> <li>• Develops a work plan that tracks and coordinates across systems</li> </ul>	<ul style="list-style-type: none"> <li>• Reduces transition risk</li> <li>• Reduces schedule, budget and performance risks</li> </ul>
<p>Provides early and consistent cooperation and communication with DPW BIS, program offices, and other stakeholders, as well as other Lot vendors throughout a project’s life cycle</p>	<ul style="list-style-type: none"> <li>• Better service to DPW program offices and system users</li> <li>• Reduces transition risk</li> </ul>

**Figure 6.3-46. Features and Benefits.**

As the Lot 6 offeror, Deloitte uses a highly collaborative approach and supports DPW goals, objectives, and expectations by both leading and providing direct accomplishment of efforts. We also intend to use our unique knowledge of the DPW business, applications and systems and broader HHS experience to mentor the other vendors in the accomplishment of specific efforts. Deloitte and DPW have a strong, demonstrated history of working together for the well being of the citizens of Pennsylvania which we propose to extend and enhance under the new multi-vendor operating model.



## Lead and Assist to Achieve Goals and Objectives

The table below highlights our view of leadership (L) or assistance (A) roles in support of DPW’s overarching goals and stated objectives.

DPW Goal/Objective	Deloitte Lot 6	DPW Stakeholders	3 <sup>rd</sup> Party vendors	Lot 7	Lots 1-5
Refine/expand EA Architecture Reference Models	L	L	A	A	A
Build and Align Solution that Align with EA Frameworks	L	L	A	A	A
Achieve Greater Flexibility, e.g. simplify changes, business rule and model changes etc	L	L	A	A	A
Create end-to-end business process software services	L	A	A	A	A
Transform and/or design maintainable, extensible, scalable, reusable, secure technology solutions	L	L	A	A	A
Use SOA frameworks, ESB and web technologies	L	L	A	A	A
Achieve greater economies of scale, scope, at lower total cost of ownership	L	L	A	A	A

**L= Lead A= Assist**

**Figure 6.3-47. Proposed Roles in Supporting DPW Goals.**

As a full-service system integrator and Lot 6 offeror, Deloitte uses a collaborative approach and brings a demonstrated capability of supporting DPW goals and objectives.



## Accomplish Stated Expectations

Deloitte uses several core methods to accomplish DPW expectations in a multi-vendor model comprised of DPW stakeholders, third party vendors, and other Lot vendors, as highlighted in the table below.

DPW Expectation	Coordinate with DPW Stakeholders	Leverage Our Team Expertise/Organization Knowledge	Leverage Firm Expertise/Assets	Mature to Next Level	Collaborate/Mentor Lot Vendors
Provide SOA application solution designs and quality end products	X	X	X	X	X
Use an IT Shared Services Model for Technical Support Services	X	X	X	X	X
Manage solution quality through SDM, implementation and support	X	X	X	X	
Manage Master Project Plan	X	X	X	X	X
Facilitate faultless and effective communication in support of DPW business operations	X	X	X	X	X
Continued maturation of CMMI and ITIL frameworks	X	X	X	X	

**Figure 6.3-48. Core Methods to Accomplish DPW Expectations.**

As a firm with 40 years of public and private sector system integration experience, we use a variety of methods to accomplish DPW expectations in a multi-vendor model.

We discuss each of these approaches in detail in the context of their respective work statement effort in *Section 6.4, Application Maintenance*, *6.5, Application Modifications/Enhancements*, *6.6, Applications/Systems Operations Support*, *Section 6.7, Application Adoption and System Implementation Support*, *Section 6.8, Defect Management*, *Section 6.9, ITSS/DTSS*, and *6.10, Turnover Services*.



## ***Delivering Projects On-Time, On Budget, and which Meet Objectives***

**IV**

Page  
**IV-331**

RFP Reference: Systems Support Services Overview Required Items

The Selected Offerors for **Lot # 6** must propose the tools, processes, and methodology that demonstrates how they will effectively manage, coordinate, and work with designated DPW stakeholders, third party vendors, and other selected Offerors(if applicable) to: 1) Ensure individual-vendor IT project initiatives are delivered on time, within budget, and meet predefined objectives and outcomes; and 2) Ensure multi-vendor IT project initiatives are delivered on time, within budget, and meet predefined objectives and outcomes.

DPW's IT Methodology defines the formal structure that supports the development and implementation of new system functionality, the ongoing maintenance of the current software environments, and the project management processes used to govern the project activities. If identified as the lead for the initiative by DPW, we will leverage the key project management processes to manage, coordinate, and work with DPW stakeholders, third party vendors, and other selected Offerors.

Successful development of large system initiatives requires a methodical approach be employed by the Commonwealth, the proposed team, and other potential selected Offerors to support the success of the Department's initiatives. The structure and discipline that our proposed methodology provides is crucial for the success of initiatives in a single or multi-vendor environment. In this section, we will focus on the following processes, methodologies, and tools which are critical to delivering initiatives on time, within budget, and meet predefined objectives and outcomes:

- Governance
- Communication
- Risks and Issues
- Managing Change
- Quality
- Work Plan
- Organization and Resources
- Project Coordination Activities
- Project Management Tools

### **Governance**

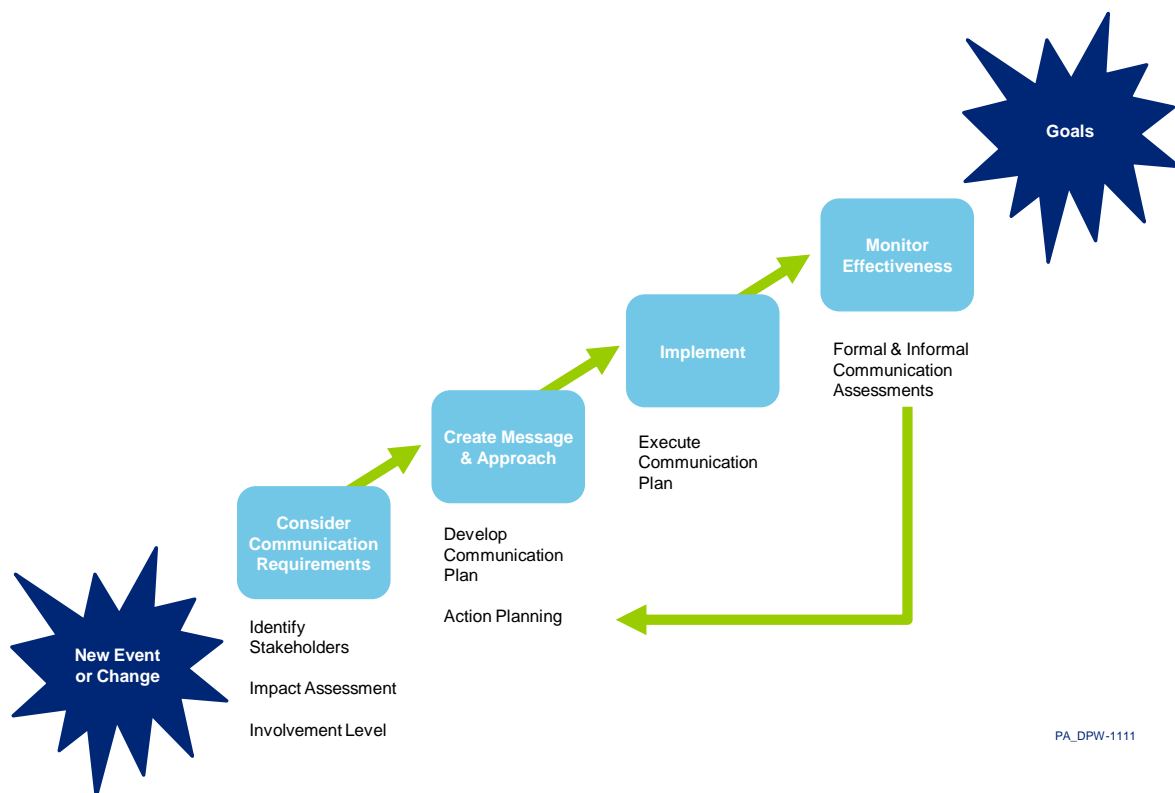
During our work with DPW, we helped define an operational project governance structure that has become the foundation to facilitate communication across various stakeholders. The governance structure includes the Executive, Program, and Project Management. Executive Management acts as the formal sponsor for the project and confirms that the established programs align with the strategic objectives of the Department. Program Management is in turn responsible for the monitoring and control of the projects within the respective programs. Project management is responsible for the day to day execution, monitoring, and control of the individual projects and the

escalation of risks and issues. Project governance is the critical component that promotes overall project success by managing and coordinating project activities.

## Communication

We understand effective communication promotes commitment for DPW initiatives. This is accomplished by:

- Raising awareness of communication events to keep stakeholders informed
- Providing stakeholders with relevant information concerning progress issues and schedule of project activities
- Supplying stakeholders with the “who, what, when, why, and how” of relevant and critical issues
- Encouraging stakeholders to accept and promote project decisions and activities
- Acknowledging and celebrating project achievements throughout the implementation process



PA\_DPW-1111

**Figure 6.3-49. Communication Management Methodology.**

Our Communications Management Methodology is an established approach to facilitate stakeholder communication and promote commitment for the various DPW initiatives.

In collaboration with DPW, we employ our established Communications Management Methodology to support project communications. Our Communications Management Methodology is based on the realization that communication is a necessary, vital component of effective project management and is critical to effective change management. Our methodology follows the process highlighted in the graphic above.

Our Communication Management Methodology includes the following:

- **Consider Communication Requirements.** In this step we identify stakeholders, assess the impact of the stakeholder group on the project, and determine the group's level of involvement of the project
- **Create Message and Approach.** In this step we develop the communication plan that documents the types and frequency of communications for each stakeholder group. The plan also identifies the party responsible for developing the communication
- **Implement.** In this step, communications identified in the plan are developed and distributed
- **Monitor Effectiveness.** In this step the plan is monitored to analyze effectiveness of plan communications. To monitor the effectiveness we request feedback from stakeholder groups, both formally and informally

## Risks and Issues

We take a proactive approach to issue and risk management. Identifying an issue or risk before it impacts the project increases the amount of time available to identify a resolution and the resolution options available. Our approach to issue and risk tracking, escalation, and resolution is built on project management standards supported by the current DPW IT Methodology and has been tailored to incorporate the institutional tools and processes that are familiar to the Department. In keeping with current processes, issues and risks are managed within the Automated Tracking System (ATS) tool.

## Managing Change

The software change process is instrumental in supporting a solution that can be efficiently adapted to meet the changing needs of the Department. The software change process helps focus ongoing development efforts on the software changes that will have the most impact. An effective software change process that is strictly followed will be of even greater importance as the potential for multiple offerors become involved in the department's initiatives. Therefore, each change request must be reviewed and prioritized in order to promote software releases with the most positive impact on the largest number of stakeholders. We continue to use the existing software change process in place on the DPW projects for evaluating and addressing change requests. The current PCR-related meeting schedules and communication mechanisms are familiar to the DPW stakeholders and reflect a process that effectively meets the needs of the project. Additionally, we continue to enhance the software change processes to meet the evolving needs of the project. We work to incorporate lessons learned, tools





and methodologies made available through our firm, and leading practices from our colleagues and industry.

## Quality

To manage quality assurance of DPW application initiatives, the Project Manager regularly reviews project status, metrics, actions items, and deliverables and develops and implements corrective action plans to resolve issues that could negatively impact the quality or timely delivery of work products. In addition, to promote quality, the DPW Project Partners conduct regular quality reviews, report findings and guide the quality process in regard to policies and leading practices. Below is our response to managing quality assurance for architecture, design, and components.

### Architecture

Managing architecture quality involves measuring performance of the various aspects of the technical platform. The platforms used to host the DPW applications will be monitored by the Department. Our ITSS staff evaluates the architecture performance and recommends corrective actions as appropriate.

### Design

Managing design quality assurance is accomplished by reviewing the design to determine that business requirements are supported and the design adheres to DPW technical and application standards. The application track manager is responsible for reviewing a random sample of design specifications for accuracy and completeness.

### Components

Managing the quality of application components like code modules, configuration files, and web pages is accomplished by performing several levels of review and test activities. Code walkthroughs are conducted by the track manager on a sample of each developer's application source code to promote compliance with coding standards. Unit testing is conducted by the developer to document that the code is performing as designed. As needed "Buddy-testing" is performed by peer developers to confirm the unit test.

### Work Plan

The project manager has overall responsibility for monitoring project schedule and promoting the timely completion of tasks defined in project work plan. Work plan monitoring includes processes to develop the project schedule, monitor task completion, measure variances, and develop any required corrective actions.



Step	Description
<b>Develop Project Schedule</b>	To develop the project schedule, we estimate the level of effort required to complete the tasks included in the work plan. Tasks are categorized as Simple, Moderate, or Complex to determine level of effort. Available project resources are then allocated to each task to determine the project timeline. We develop detailed work plan for the tasks we perform throughout the project. The hours assigned to work plan tasks are developed through our standardized estimation methods that leverage our experiences from numerous Health and Human Services projects of similar scope. An additional step in our estimation process checks our estimates of tasks against actual hours from previous initiatives. These steps are taken so that the Department can be confident of the work plan.
<b>Monitor Task Completion</b>	To monitor task completion, the project manager meets weekly with track leads to review progress, and identify potential delays. The tasks, sub-tasks, activities or sub-activities are measured in person hours of effort and duration. We update our Work Plan on a regular basis to show the project's progress. As tasks are completed, the Project Manager updates the percent finished designator for each task.
<b>Measure Work Plan Variance</b>	Variance is measured by comparing our estimates to actual completion of work plan activities.
<b>Develop and Implement Corrective Actions</b>	Work plan variances are incorporated into this project schedule. If corrective actions are required, they may include things like reallocation of resources and working with DPW to discard barriers.

**Figure 6.3-50. Our Work Plan Steps Are Designed to Monitor Project Schedule and Promote Timely Completion of Tasks.**

Project Management Center (PMC) is used to develop, maintain, and make necessary adjustments to project work plans. We review the project's schedule and progress weekly, as well as summarize the key issues and risks that need to be addressed in order to keep the project on schedule. If new activities are identified, a level of effort is performed. The relevant DPW Project Manager and Portfolio Manager are informed if the new activity impacts the current project timeline. In addition to these tasks, we establish, track and monitor performance metrics for each phase of the project. During the design phase we track the number of program specifications that are written or modified by type. In development, we track the completion of programs that must be coded, and during the testing phase we track the total number of scenarios by function that must be tested. We understand the importance of managing the project schedule to deliver a quality product on-time which meets the needs of the Department.

### Organization and Resources

Deloitte already deploys talented and experienced resources to maintain and support DPW. Our proposed team is composed of staff that are already on the ground. Because of our long experience with DPW and integrated eligibility systems in the US, we have a deep bench of resources to choose from that have previous DPW experience or have worked on similar systems in their careers. We manage project resources that maintain and enhance the various DPW system including both vendor and Department staff. To manage the DPW systems, we identify functional area track leads that are responsible for assigning, prioritizing, and monitoring the work of individual application developers, evaluating their performance, and identifying and escalating staff related issues to



project management. Roles and responsibilities are documented in a responsibility matrix that clearly defines expectations for each position on the project team. Staff changes and productivity are reviewed in monthly project and steering team meetings.

As the project evolves, resources are realigned to meet emerging needs. If additional Deloitte staff or a change in skill set is required based on project needs, we leverage our internal staffing process to identify available resource with the appropriate skill set.

### **Project Coordination Activities**

Our definition of project coordination is the process of managing the activities required to implement the scope of the DPW initiatives across the project teams and stakeholders. Deloitte is excited about the opportunity to continue our collaboration with DPW. During the past ten years, we believe that we have demonstrated our commitment to excellence and are looking forward to a continued spirit of collaboration and commitment. We continue to work with you to refine and improve our processes and procedures, improve our delivery capabilities, and together we help make the Departments initiatives successful. Our approach to project management includes a strong emphasis on collaboration between the Deloitte and DPW, as well as external contractors and the stakeholder community. We believe that in order to promote a successful project, communications between teams and each stakeholder group must be carefully planned and managed. Additionally, tasks must be planned and integrated so that multiple teams can perform as one. The specific mechanisms used for project coordination are further addressed in the Application Maintenance and Modifications sections respectively.

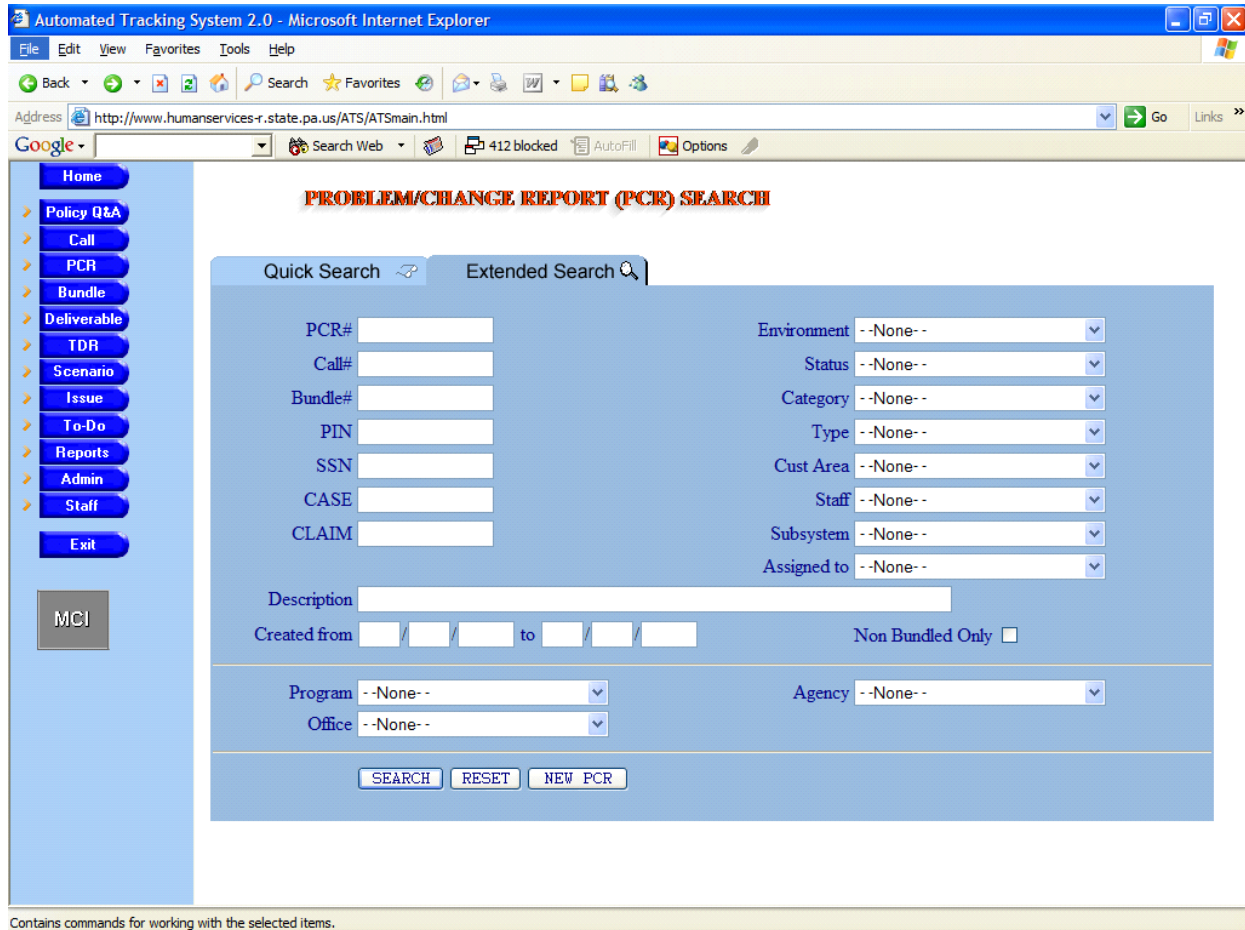
### **Project Tracking Tools**

We use the Automated Tracking System (ATS) and Project Management Center (PMC) to plan, monitor, coordinate, and report project activities.

#### **Automated Tracking System (ATS) – Tracking Tool**

We continue to use the DPW standard ATS to support the various Departmental initiatives. ATS is a browser-based tool developed by Deloitte to facilitate project management.

ATS is used on many of our Health and Human Services (HHS) projects and has been refined over time to better support project activities. Currently, ATS is used to track issues, program change requests, and testing results. In addition, ATS supplies data for management reporting. These reports include the required Software Changes and Status Report and the Software Testing and Migrations Report. ATS also captures staff hours and provides the information to calculate the variance between actual and estimated staff usage.



PA\_DPW-1112

**Figure 6.3-51. Automated Tracking System (ATS).**

ATS is core to DPW's tracking of key project metrics.

## Project Management Center (PMC) – Management Tool

Project Management Center (PMC) that will be used to develop, maintain, and make necessary adjustments to project work plans. In addition, PMC will be used to track initiative progress, monitor budgets and establish and report variances against initiative timelines

Using the DPW work plan standard, we develop the work plan contents to map our tasks to the standard phases and milestones. We also work with the Department to establish key project tracking measures. Each measure can be specific to a particular project. Review of these project performance measures provides insight into the effectiveness of the application software and ultimately guides project management to make decisions on the future of the project.



## Creating Collaborative Culture for Success

<b>IV</b>	Page <b>IV-331</b>	RFP Reference: Systems Support Services Overview Required Items
-----------	-----------------------	---

For each of the major Systems Support Service areas outlined in Systems Support Services General, **Section D 1** (where applicable), the Selected Offeror for **Lot #6** must propose a tools, processes, and methodologies that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors to: 1) Provide and manage all Systems Support Services tasks/activities; 2) Effectively manage multiple concurrent Systems Support Services project initiatives ensuring objectives are met relative to schedule, budget, and performance; 3) Facilitate a corporative culture and resolve differences of opinions with other selected Offerors; and 4) A consolidated resource plan and organizational chart.

When reviewing the structure of the assignments in this RFP, it very quickly becomes apparent that the Lot 6 offeror needs to not only be a technology leader and innovator but also understand the business of DPW. Deloitte knows both the business and technology of DPW given the activities this vendor will undertake. There is no vendor better positioned than Deloitte to support the future success of DPW, as demonstrated by our approach to meeting DPW’s requirements in the table below.

Key Activities	Deloitte’s Approach to Meeting DPW’s Requirements
Provide and manage Systems Support Services tasks/activities	The Deloitte team has a long history of providing quality Application Maintenance, Application Modifications/Enhancements, and Application/Systems Adoption and Operational Support. Our people come with significant knowledge and experience with your business and technology.
Effectively manage multiple concurrent Systems Support Services project initiatives confirming objectives are met relative to schedule, budget, and performance	To effectively manage multiple concurrent project initiatives there are three combined metrics which will be tracked. These metrics are schedule, budget and performance. An experienced team is needed to plot the correct course of each initiative so that schedules, budgets and performance goals are met. Secondly, systems architecture services needs to support concurrent initiatives. This means that a team must be knowledgeable and capable of supporting multiple concurrent initiatives.
Facilitate a corporative culture and resolve differences of opinions with other selected Offerors	Collaboration and cooperation between not only the offerors but also all stakeholders is critical to the success of any initiative. As an extension of our company culture, we create an environment which allows ideas and differences of opinion can be freely shared amongst stakeholders. The relationship between the Department and Deloitte has grown into a partnership. Going forward, Deloitte will extend this relationship with the Department to include the vendors of other lots.
A consolidated resource plan and organizational chart	The consolidated resource plan and organizational chart is a dashboard view of resources across the organization. This serves as the primary function to be able to map resources to individual systems. Deloitte will use this dashboard view to communicate the allocation of resources, as well as depict the accountability of individual(s) across each of the Department’s systems.

**Figure 6.3-52. Deloitte’s Approach Results in Successful Completion of Lot 6’s Key Activities.**



The involvement of multiple vendors in a single initiative adds layers of management, communication and coordination that do not exist today. There are many hand-off points and deliverables/work products that need to be reviewed and effectively communicated by both DPW and the vendors. Deloitte is committed to working with DPW and the other Lot vendors to make this new lot structure a success.

There are clearly defined touch points for general system design handoff from Deloitte to the Lot 7 vendor. The complexity of the deliverable transfer and related activities can only be managed effectively if there is a consistent approach to execution. Effective communication and coordination are key to the successful hand off of deliverables between the Offerors. While we described our communication methodology above to facilitate communication and buy-in from stakeholders, tangible collaboration between offerors and stakeholders will also be key to success. Developing strong collaboration amongst each project participant, leveraging the strength and talent of a joint team, and managing with transparency is the approach Deloitte will deploy.

There are several key themes to the collaboration that Deloitte will follow to make the teams the most productive.

- **Trust.** The teams must work together and trust they can rely on the other team members.
- **Transparency.** Open and honest communication to make sure information is known by the team members.
- **Negotiating Effective Solutions.** Positive discussions with disagreement but without disruptive arguments. Everyone working towards a win-win solution.
- **Listening.** Everyone should be heard no matter their role on the project and their opinions.
- **Clear goals and Objectives.** The teams must understand and be on the same page when it comes to the goals not only of the project but of the meetings and facilitation points.
- **Clear Roles and Responsibilities.** Team members must know their role and responsibility within each process and discussion.
- **Facilitation.** Shared leadership which facilitates the objectives and is not suppressive.

Beyond the collaboration across stakeholders, as the Lot 6 offeror, Deloitte will leverage our strong understanding of the applications and technical environment because so we

---

... This success is attributable to a strong staff and project management/system life cycle methodology that enabled the collective team to be productive, mitigate risk and deliver on target.

The delivery of ongoing maintenance and enhancements projects has consistently met New Hampshire DFA expectations. Collaborative project planning and coordination is one of the core strengths of our partnership.

**Laurie Snow, Project Manager**  
New Hampshire Division of Family Assistance



can successfully hand off the design to the Lot 7 vendor. Our approach provides DPW confidence, knowing that Deloitte establishes the right process rigor to successfully manage and deliver the project.

## ***Evaluate, Propose, and Recommend Technologies and Software***

**IV**

Page  
**IV-331**

RFP Reference: Systems Support Services Overview Required Items

The Offerors for **Lot #6** must propose the tools, process, and methodology to demonstrate how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Evaluate and propose new technologies and/or software utilities to support EA-SOA and SDLC initiatives, improve business operations or solution design, development, and delivery processes, and 2) Evaluate and recommend make versus buy solution alternatives to meet the business needs.

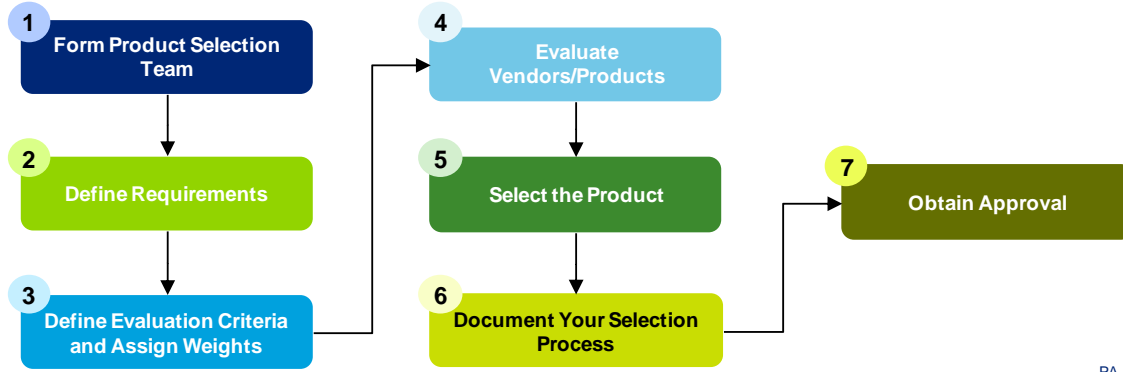
Deloitte has a legacy of bringing fresh, innovative ideas, new technologies, software utilities and proven COTS products when beneficial to our clients. Before the Department will approve any Change Request, Change Request equivalent, or Work Order that involves custom development and/or new technologies, Deloitte understands that we will be required to provide written documentation that justifies why this approach is recommended over a solution that incorporates reusable service component(s), existing technology platforms and infrastructures, or a COTS product. This “make vs. buy” evaluation will help DPW validate that the approach is in the best interest of DPW.

### **Leveraging New Technologies to Advance DPW’s Operations and Delivery**

It is important to address new requirements (e.g., mandates, guidelines) in instances where current systems do not support them while maintaining a consistent approach to the DPW EA Blueprint. DPW’s current suite of applications provides opportunities to evaluate potential new technologies that can be implemented on an existing system or leveraged as a new system. New technology can be in the form of a COTS product, reporting software, new technology platform, or a transfer solution system. This section provides an overall process that we believe will help DPW with the evaluation of any new technology. New technology options and recommendations will be evaluated against business need, value to the Department and the Commonwealth’s constituents, level of effort assessment and impact on resources and project schedule. A preliminary cost impact can also be provided and this will be delivered through Deloitte’s estimation tool, in conjunction with the HLE and Work Order process.

We will work closely with the Technical Review Team (TRT) to confirm the required components of our analysis. Based on our experience with you, we understand that the key steps in your process, includes the following components as depicted below.





PA\_DPW-904

**Figure 6.3-53. DPW's Product Evaluation Process.**

Product evaluation requires analyzing the product and the vendor against competing alternatives. Deloitte is committed to assisting DPW find the best value during the product selection process.

Process Components	Description
<b>Form Product Selection Team</b>	Establish a multidisciplinary evaluation team. Identify key participants including SME, Users, DPW Executives that involves the key stakeholders (e.g., Business Partner/Vendor, Technical, Program Office) while leveraging the existing Architecture Review Board (ARB) processes. who will review and make final recommendations on product to be selected
<b>Define Requirements</b>	Clearly define and document the business and technical requirements. Program defines business needs and works with BIS Portfolio managers to outline high level requirements, business case, establish priority, funding, and then develop a Charter.
<b>Define Evaluation Criteria and Assign Weights</b>	Establish the detailed evaluation worksheets to be used by the BTR evaluation team based on the approved weighted matrix. This worksheet will be used to assist the evaluation team members in qualifying vendors confirming they completely satisfy or exceed the key/critical business and technical requirements during the vendor product demonstrations.
<b>Evaluate Vendor and Products</b>	Establish vendor demonstration meeting schedule based on vendor and BTR evaluation team and resource availability. BTR team evaluates vendor demonstrations for each vendor to indentify the best potential solution. Perform a detailed review and assessment for each solution alternatives using the predefined worksheets and weighted matrix while participating in formal structured product demonstrations with the vendors. During the demonstrations, each evaluation team member shall assess, score, and document vendor responses (for their respective areas of experience) using the evaluation worksheet documents for each vendor. Solicit further clarifying information from vendor if required.
<b>Select the Product</b>	Select the product Finalize this document for executive management and ARB review and approval.
<b>Document Your Selection Process</b>	Perform the comparative analysis, summarize results, and rank vendors. Record final results, outcomes, and recommendations in an Executive Summary Document for next phase.
<b>Obtain Approval</b>	Present final Executive Summary Document to program sponsors/executive management and legal for their review and approval to move forward with final recommendations); this phase leverages ARB process

**Figure 6.3-54. Deloitte's Product Evaluation Process.**

The process was developed to provide a structured approach to research and conduct a detailed evaluation of enterprise level commercial software products as well as transfer technologies solution alternatives. In addition, this process assumes a holistic approach to take into account many critical business and technical perspectives to determine the leading solution.

DPW, Deloitte, and the Lot 1-5 and Lot 7 vendors will jointly implement this process to determine the final selection is the most effective and leading value added solution from both business and technical perspectives.

### Supporting DPW in Make vs. Buy Decisions

The DPW Systems Architecture has dramatically evolved over time. Moving forward, the architecture will continue to expand to accommodate the ever changing needs of DPW. As, the architecture changes to accommodate these new requirements, Deloitte continues to support DPW in making the appropriate technology decision that meets the requirements at the leading value. Deloitte continues this approach as the Lot 6 offeror and we understand that a key ingredient of executing a make vs. buy decision is completing a feasibility study.

A key component of the make vs. buy decision is conducting a Feasibility study. The key activities in completed a Feasibility Study are outlined in Figure 6.3-55:

Key Activities	Description
Research the business problem or opportunity	Within this activity Deloitte along with the DPW representatives reviews and validates the problem or opportunity as stated in the Business Requirement Document (BRD) submitted by the Lot #1-5 Offeror.
Confirm the business requirements for a solution	Based on the review process any deviation from the BRD is documented. During this activity the goals and objectives for the modification initiative are also identified.
Identify the alternative solutions available	We understand that there are usually several solutions to achieve a goal or solve a problem. We identify the alternative solutions available – this includes any COTS products.
Review each solution to determine its feasibility	We undertake a broad Business and Technical assessments of the solution alternatives identified and then determine its feasibility.
List any risks and issues with each solution	We list risks and issues with each solution identified during the Business and Technical assessments.
Choose a preferred solution for implementation	Based on the cost benefit analysis and comparative analysis Deloitte, in conjunction with BIS, chooses an effective solution for implementation. Deloitte describes the recommended solution in detail.
Document the results in a feasibility report	The results are documented in the Technical Solution Feasibility Study document with components like the Executive Summary, Problem Statement, Goals and Objectives, Assumptions and Constraints, Solution Alternatives, Comparative Analysis, and Feasibility Options.

**Figure 6.5-55. High-Level Activities for the Feasibility Phase.**



When agreed upon, the proposed team will assist in Proof of Concepts or Prototypes. Proof of Concepts/prototypes are needed to test and demonstrate the solution alternatives. One or more prototypes may be chosen within the project depending on the proposed solution and reviews are conducted on the outcomes of the prototype. A prototype is an effective tool in aligning understanding of solution capabilities with the end user, DPW, and solution team. Prototypes are helpful in mitigating the risk of project hurdles.

By assessing the outputs of the feasibility and prototype initiatives, DPW will be in the best position to determine a make vs. buy decision. There may be opportunities to streamline the feasibility and prototype phases and Deloitte will work closely with DPW to determine the best approach for completing the make vs. buy assessment.

### ***Align GSD with Business and System Requirements***

**IV**

Page  
**IV-331**

RFP Reference: Systems Support Services Overview Required Items

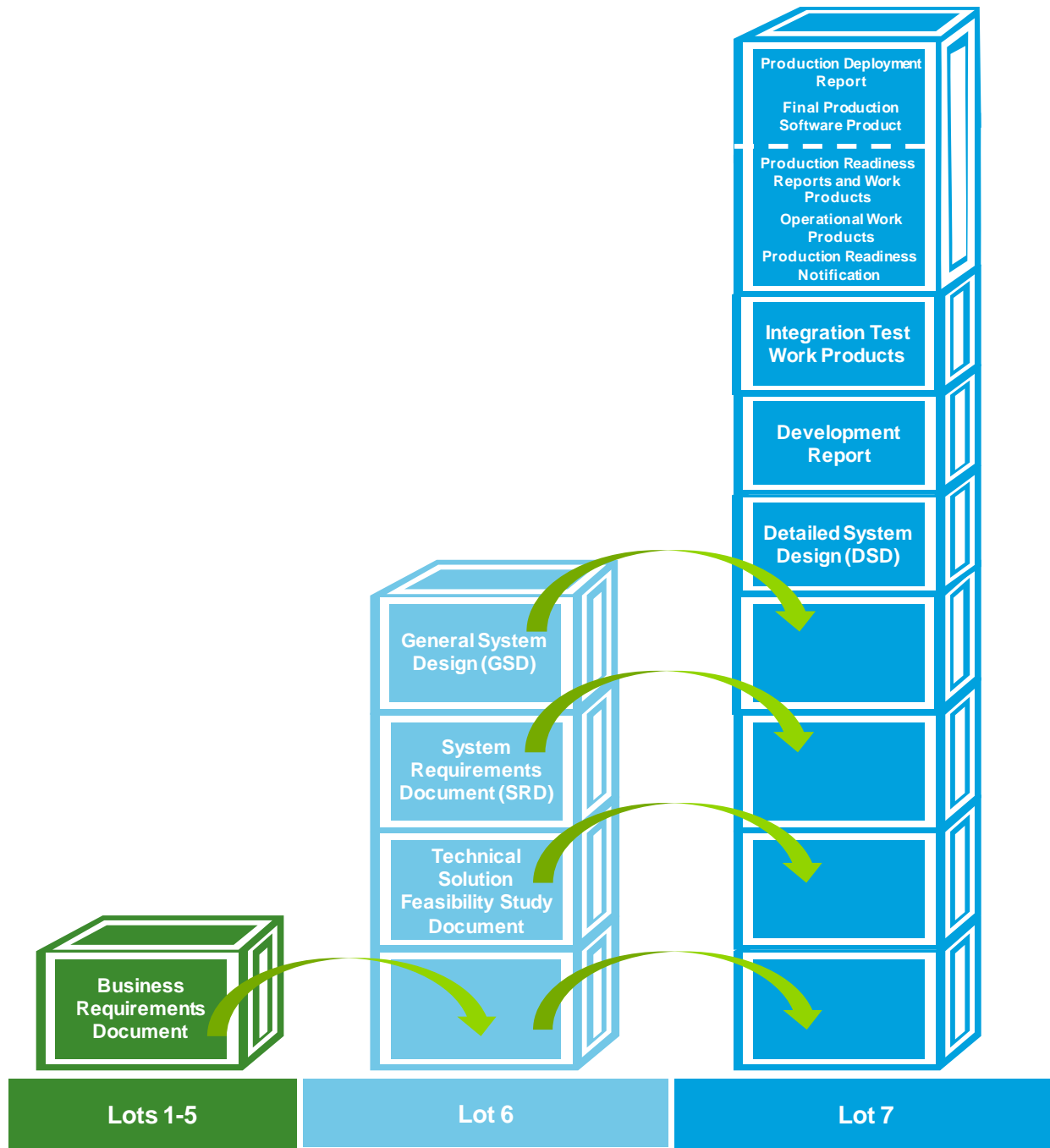
It is imperative that the business solution's General Systems Design (GSD) align with both business and systems requirements. In addition, the design interpretations defined in the GSD document must address all the functional and non-functional requirements as well as align with EA models and service-oriented architecture frameworks, systems requirements, applicable standards, and technology life cycle roadmaps. The selected Offeror for **Lot #6** must propose a methodology that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Review and clarify the Business Requirements Documents (BRD), 2) Architect sound cost-effective solutions, 3) Create and validate systems requirements, 4) Ensure business and technical alignment, 5) Clarify points of uncertainty, and 6) Formulate a comprehensive General Systems Design Document.

An accurate General Systems Design (GSD) is essential to the success of any initiative. An effective GSD incorporates requirements from stakeholders, both functional and non-functional. It adheres to the Department's technology life cycle roadmaps, design standards, and service oriented architecture frameworks.

GSD is the basis for further design and development of the solution. If GSD is deficient, later efforts in the life cycle will suffer from the deficiencies of the GSD. Accurate, comprehensive GSD satisfies the functional business drivers.

The successful translation of Business Requirements to a GSD is part of the foundation of a successful initiative. In addition, the System Requirements and a Technical Solution Feasibility Study, when necessary, are building blocks on which the DSD through Deployment phases are built. Successfully translating, aligning, and clarifying the business requirements into systems requirements necessitates broad knowledge of both DPW's business and technology. In a sense, each deliverable or work product from the previous phase serves as a "building block" for the subsequent follow on phase. Figure 6.3-56 below depicts the key deliverables as defined by DPW and how these artifacts support the remaining phases of an initiative.

### DPW Enterprise Lot Structure and Methodology Building Blocks



PA\_DPW-1366\_3

**Figure 6.3-56. Deliverable “Building Blocks”.**

A strong foundation made by proper translation of business requirements sets the framework for future design and development of the solution.

As an example of how we envision the alignment of GSD with Business and System Requirements to occur, we will describe how we view the HIPAA Version 5010 and D.0 Transactions upgrade mandate by the Centers for Medicare and Medicaid Services. This mandate requires states and healthcare organizations to adopt a new set of electronic transaction standards.

The business requirements for this initiative are defined based on DPW's planned usage of the HIPAA 5010 transaction set. However, with the expansion of the data the transactions can support additional business elements that could be incorporated as part of this initiative. With our HHS knowledge and experience with DPW, Deloitte understands key information to translate from the business requirements to the system requirements such as additional data field usages and new transaction capabilities.

When developing the GSD for the 5010 initiative, design considerations include transaction volumes, capacity planning, information life cycle policies, historical data reporting and possibly tool selection. Should the Department wish to evaluate tools for EDI translation for this project, Deloitte would conduct a feasibility study to determine the best options for DPW.

The Department has created specific standards for the GSD, based upon prior experience and industry leading practices. Deloitte's methodology will deliver a GSD that meets the Department's standards.

The Department's technology life cycle will be incorporated into the GSD process so that changes in technology are included in the GSD. GSD is the point in the SDLC where the business-derived functional requirements and the technology life cycle are integrated into a cohesive design.

The Department has invested in Service Oriented Architecture (SOA) to reduce the complexity and cost of its IT investment. As new business requirements arise, they must be evaluated to determine if they are an extension of an existing service, or a new service entirely. During GSD Deloitte evaluates the business and technical requirements against existing services to determine a best fit for the design.

### Key Staff Spotlight Doris Hartman



*"My passion is helping keep Pennsylvania as the national child support program leader! We work hard together, but speaking for myself and the team, we're proud of what we do to keep Pennsylvania as the model for child support systems."*



The matrix below depicts the methodologies and processes Deloitte employs to align GSD with business and system requirements:

#	Design Element	Methodology/Process
1	<b>Review and clarify the Business Requirements Documents (BRD)</b>	Lot communication processes will support open communication between vendors. Deloitte will facilitate the discussions with the Lot 1-5 vendor to review the BRD and document any issues raised during this review.
2	<b>Architect sound, cost-effective solutions</b>	As the incumbent, Deloitte possess domain knowledge of System Architecture
3	<b>Create and validate systems requirements</b>	Deloitte’s methodology incorporates industry standard SDLC components in a CMMi compliant process.
4	<b>Confirm business and technical alignment</b>	Deloitte understands technology and system design in a way that is relevant to achieving DPW’s objectives.
5	<b>Clarify points of uncertainty</b>	Lot communication processes provide a framework for communication between vendors and establishes a cooperative environment
6	<b>Formulate a comprehensive General Systems Design Document</b>	Deloitte will follow defined SDLC processes to create GSD documentation

Figure 6.3-57. Methodologies and Processes Deloitte Employs to Align GSD with Requirements.

### Align DSD with GSD

<b>IV</b>	Page <b>IV-332</b>	RFP Reference: Systems Support Services Overview Required Items
-----------	-----------------------	---

It is equally imperative that the business solution General Systems Design and Detailed Systems Design documents align and the design interpretations correctly address all functional and nonfunctional requirements as well as align with EA models and service-oriented architecture frameworks, business and systems requirements, applicable standards, and technology life cycle roadmaps. The selected Offeror for **Lot #6** must propose a methodology that demonstrates how they will work with designated DPW stakeholders, third party vendors and other selected Offerors (if applicable) to: 1) Review, clarify points of uncertainty, negotiate and recommend design changes regarding the Detailed Systems Design (DSD) Document, 2) Clarify architectural specifications, GSD, and systems requirements, and 3) Ensure business and technical alignment with clear traceability and validation of business requirements.

Deloitte understands the DPW environment and the complex matrix of communication and coordination across vendors that will need to occur to have the DSD align with the GSD. As the owners of the GSD we will provide a smooth transition from general system design to detailed system design with a collaborative approach to the transition to the Lot 7 vendor. That begins with the proposed team clearly documenting the GSD with inputs from multiple stakeholders and then conducting a detailed walk through meeting with the Lot 7 Vendor to make sure the Lot 7 vendor clearly understands the GSD before starting to create the DSD.

Beyond the collaboration across stakeholders, the Lot 6 offeror must have a strong understanding of the applications and technical environment because they are in the key position of accepting Requirements from the Lot 1-5 and handing off the GSD so that the Lot 7 vendor can create the detailed system design. The goal is to reduce the



amount of rework and minimize defects and change orders which lead to new code builds and additional testing by fully vetting the design before hand off to the Lot 7 Vendor to start the DSD. Deloitte is positioned based on the HHS capabilities of our team to provide documentation of the system that is clear and consistent.

The Deloitte Team has the experience in the DPW applications and technical environment to be the most successful Lot 6 offeror with no transition time needed. We will implement a three phased approach to aligning the DSD with the GSD.



PA\_DPW-339

**Figure 6.3-58. Review Cycle for GSD Handoff and DSD Creation.**

We apply a phased approach to translate the GSD to the DSD, using a series of review meetings with Lot vendors and DPW stakeholders to align with functional/nonfunctional requirements, EA models, and standards

**Initiate.** Once the GSD is complete and signed off by the project stakeholders Deloitte will initiate a walk through review meeting with the Lot 7 Vendor and any necessary Lot 1-5 Vendors, DPW Stakeholders and Third party Vendors. During that meeting we will take the group through each piece of the GSD and clarify any architectural specifications or systems requirements. If necessary this may be broken up into multiple meetings. The expectation is that at the end of the Initiate Phase the Lot 7 vendor will agree they understand the GSD and formally accept it to start with the DSD.

**Reoccurring Reviews.** Once it is confirmed the GSD is understood the Lot 7 vendor will begin the DSD. As required there will be weekly or bi-weekly check point meetings between Deloitte and the Lot 7 vendor to clarify questions as the DSD progresses. The frequency will be dependent on complexity of design but at a minimum bi-weekly checks will be done to validate the DSD is progressing without issues or questions. During the meetings we will confirm business and technical alignment with clear traceability and validation of business requirements. In addition we will review/clarify points of uncertainty, negotiate and recommend design changes regarding the DSD Document.

**Finalize DSD.** Once the DSD is complete a final review meeting will be held with Lot 7 Vendor and any necessary Lot 1-5 Vendors, DPW Stakeholders and Third party Vendors. There will be a final walk through by the Lot 7 vendor of the DSD and Deloitte again will review/clarify points of uncertainty, negotiate and recommend design changes regarding the DSD Document as a final step before the Lot 7 vendor moves onto development.



## Effective Defect Management

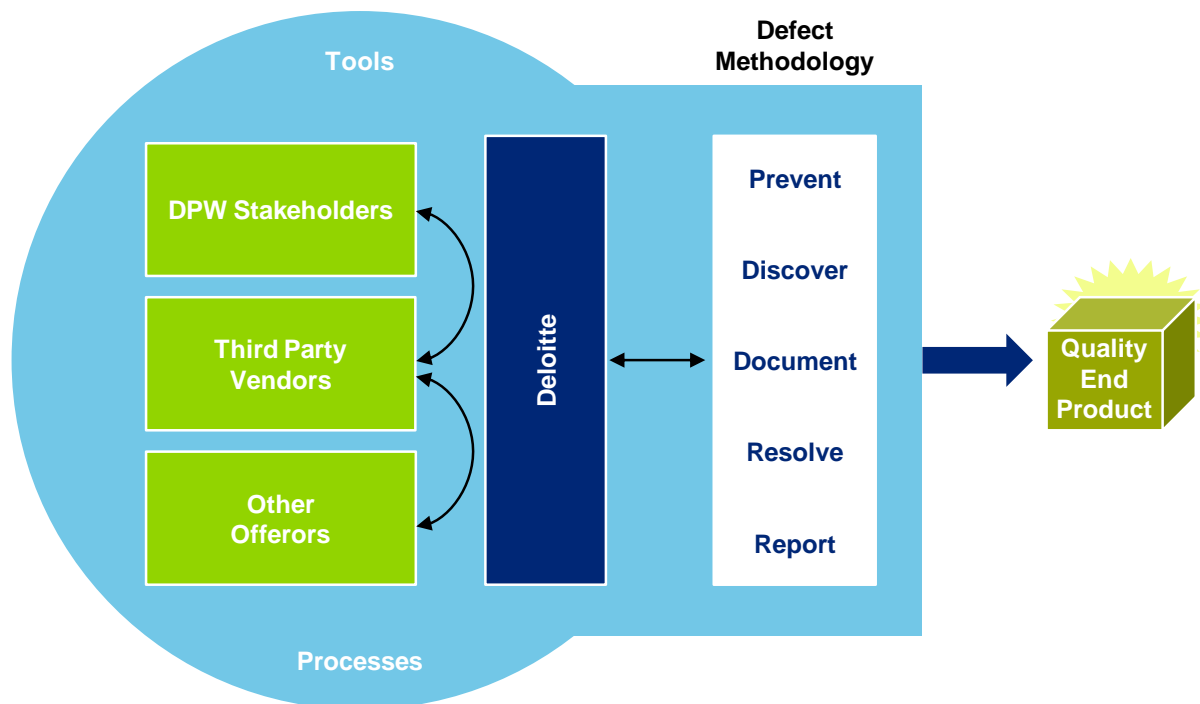
IV

Page  
IV-332

RFP Reference: Systems Support Services Overview Required Items

The Selected **Lot #6** Offeror must propose the tools, process, and methodology that demonstrates how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to effectively prevent, discover, document, resolve, and report defects as well as strive for process improvements and timely delivery of quality end products. Reference the defect management paragraph in Systems Support Services General; **Section D 1**.

Deloitte will bring a proven set of tools and processes from our playbook methodology to effectively prevent, discover, document, resolve, and report defects. This will lead to process improvements and timely delivery of quality end products. We understand the importance of outside analysis and input into processes in order for improvement and will coordination across stakeholders for the reviews of the GSD.



PA\_DPW-340\_3

**Figure 6.3-59. Defect Management Methodology.**

We use a proven, defined defect management process, employing tools and involving appropriate stakeholders to prevent and resolve defects.

A clear, open and rigorous enterprise wide process is needed for several reasons. It is important to users (internal and external) to minimize confusion and outages as well as keeping the application as simple as possible by not needing workarounds. It will provide an open process for discussion on defects to expand lessons learned across projects. A standard approach across projects for defects will make it easier for cross project coordination and on-boarding shared resources across projects.



## Prevent

Deloitte will take several steps to help to prevent GSD defects. We will use industry standard frameworks and design tools while following DPW project templates for the design deliverables. Each defect will be logged and analyzed to determine the cause which will then be used in the future for lessons learned and process quality improvement. Self reviews, peer reviews, comparisons of other state solutions, and multiple iteration of interactive sessions with DPW and the Lot 7 vendor are examples of processes we use confirm the GSD meets requirements and is ready to be handed off.

## Discover

We will perform our own team QA reviews before formally submitting for DPW acceptance. If defects are found, we will resolve them before submission. Once submitted to DPW for formal acceptance we will expect a formal project correspondence with the results of the review. Either the design was approved or rejected with Defects that must be addressed.

## Document

All details of the GSD defects will be documented in an issues log. Details of the cause and future prevention will be logged and Deloitte will respond to each defect in a formal project correspondence response. Follow up meetings will be conducted with DPW to get further clarification on defects submitted and next steps when necessary.

## Resolve

In order of priority we will create and/or modify design documentation associated with defect resolution. We will conduct additional JAD sessions as needed and provide revised screenshots and visual aids. Once complete, the GSD will be formally submitted for review again with the project correspondence documenting the response to each defect from the first review.

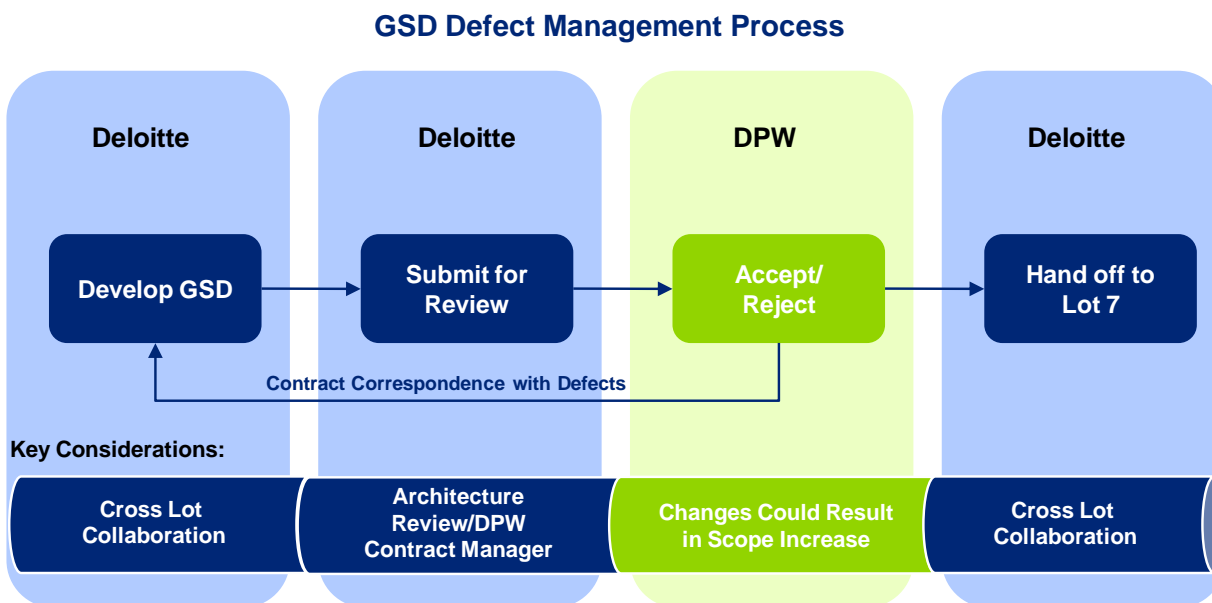
## Report

We will report the defect stats including number, resolution and root cause during the weekly defect review meetings and when requested by project stakeholders. This reporting will also be part of a quarterly process reviews to determine additional quality controls that may be necessary to continue to improve the deliverable quality and reduce the review cycle time.

## *Defect Management Process*

Deloitte understands that defects directly impact each aspect of the project and most of all impact the project cost. It is important to have a single defect management process across the enterprise so that consolidation and reporting at the enterprise level will be effective and consistent. The key is to make sure that teams adhere to a strict process of providing detailed analysis of the defects which are properly documented so that the information can feed into the decision making process of the management team as well as be used in the future for lessons learned and defect prevention.

As the Lot 6 offeror, our team will develop a process for effectively managing defects that our found with the GSD. We will play a key role in not only the analysis and development of the resolution but also we will follow through with the steps to confirm the resolution and communication with the other stakeholders impacted.



**Figure 6.3-60. GSD Defect Management Process.**

With our system and business knowledge at DPW, Deloitte as the Lot 6 offeror will be best positioned for being solely responsible for the development of a clear and detailed GSD with an effective process for defect correction in a timely manner.

Deloitte proposes the additional key steps in working with DPW and other Lot Vendors to achieve an effective defect management process:

- Daily track lead reviews of defects reported and the current status of resolution.
- Impact assessment focused on the software quality reporting.
- Streamlined communication with stakeholders through the defect review meetings as appropriate.
- Quarterly process improvement reviews.

We will provide input during defect review meetings and take ownership of general system design related defects that come out of development and production providing resolution for those within the warranty period of 90 days. The most important part of this process will be making sure that the ATS tool is updated and accurate with software defect analysis information. ATS will be expanded to include additional reporting capabilities so that detailed reports can be generated to provide reports including:

- Varying combinations of Type, Status, Priority, Severity
- Defect trends by
  - Priority



- Type
- Repair Time
- Severity
- Trends over Time Analysis
- Metrics Analysis
- Phase Yield
- Root Cause
- Injection Phase

The information included in the reports will feed into risk management, process improvement, project management, and Go or No-Go operational readiness decisions.

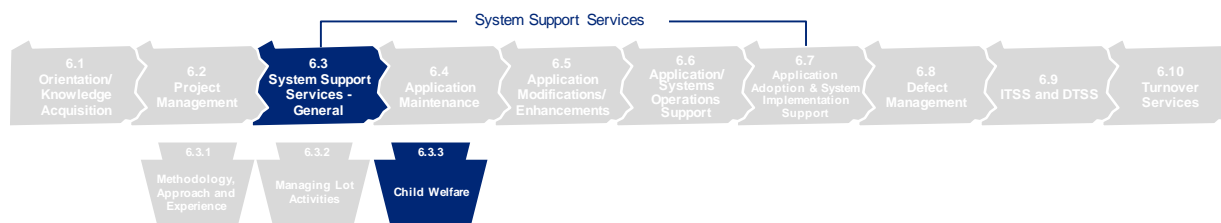
Process improvement will be an on-going function of the defect management life cycle. We will hold formal review sessions quarterly so that each of the stakeholders will provide input based on the trends seen in defects as to whether parts of the process should be modified. As an example, in order to mitigate risk for more technical requirements we may want to add a step to have a senior architect review the interface design changes before formal architecture reviews.

Analysis of defects by the project management team may also focus on the resource assigned to the area which was found to be deficient. This would be an opportunity to evaluate team resources to determine if the right people are working on the right tasks. It may be necessary in some circumstances to switch or replace resources based on the defect reporting.

Lastly, Go or No-Go decisions can be fed by many factors of the defect management process. The simplest would be the total number of open defects and their severity for a release. If certain quality levels are not met for a release then the decision would be a No Go until defects are resolved and quality levels are returned to acceptable standards.

For more information on Defect Management, please refer to *Section 6.4* of our response.

## 6.3.3 Child Welfare Data Repository



PA\_DPW-203c\_5

<b>II</b>	Page <b>II-4</b>	RFP Reference: Lot#4, Child Welfare IT Consulting Services
-----------	---------------------	--

In addition to supporting the current DPW systems, Deloitte will assist the state with gathering system requirements and designing an automated Child Welfare solution, as envisioned by Pennsylvania based on a comprehensive human services enterprise system using a SOA strategy. We understand that DPW has decided on a non-SACWIS, hybrid approach as its long-term solution for Child Welfare and that this approach will be planned and implemented over a five year period, evolving the state to a fully integrated solution for Child Welfare encompassing sustainable county case management systems, state-level services and architecture, and interfaces with DPW systems.

As part of the overall approach, it is understood that DPW will implement an interim plan to consolidate and support county case management needs and federal reporting requirements by implementing a Child Welfare Central Data Repository (CWCDR) within the first two years in order to provide DPW with the information needed to meet federal reporting requirements. As the Lot 6 systems integrator, we will apply our DPW IT Methodology to deliver the Child Welfare Central Data Repository Systems Requirements Document (SRD), General Systems Design (GSD) and Preliminary Child Welfare Data Dictionary.

### **Child Welfare Data Repository Systems Requirements Document (SRD) and General Systems Design (GSD)**

We understand the necessity and criticality of creating a Child Welfare Central Data Repository to define and standardize data from several sources enabling a high degree of interoperability and data exchange to develop a comprehensive data structure to support current and future reporting and data analysis needs.

We will work collaboratively with the Lot 4 and Lot 7 vendors through these processes. We will work collaboratively with the Lot 4 vendor for the translation of business requirements to systems requirements and solution conceptualization. We will work collaboratively with the Lot 7 vendor for the translation of systems requirements and general systems design to detailed systems design. Upon receipt of the finalized and approved business requirements and BRD documents developed by Lot 4 vendor including a Child Welfare Data Reference Model, we will develop the SRD and GSD for

the Child Welfare Central Data Repository along with the Preliminary Child Welfare Data Dictionary and the associated interfaces.

The components of the SRD are detailed below.

DSD Components	Component Description
<b>SRD</b>	This document defines the business problems identified during the requirements gathering phase of the initiative.
<b>Traceability Matrix</b>	This document is a list that includes the functional and non-functional requirements gathered during this phase of the initiative through the requirement sessions and identifies each requirement as In Scope or Out of Scope.
<b>Use Cases</b>	This document outlines the business processes impacted by the initiative and specifies how the user interfaces with the system or any other external systems during those business processes.
<b>Defect Requirements Report</b>	Working with stakeholders especially the Lot 4 Vendor, Deloitte would document any defects compared to the initial approved user requirements as laid out in the Business Requirements Document.

Figure 6.3-61. Components of the SRD.

During SRD, we will work with DPW to gather the technical non-functional systems requirements of the data repository and associated interfaces to define the data structures, data standards, ETL processes and data exchanges as defined by the interface architecture parameters to provide a standardized and authoritative approach to data sharing and laying the ground work for future reporting needs.

The components of the GSD are detailed below.

DSD Components	Component Description
<b>GSD</b>	This document defines the business problems identified during the requirements gathering phase of the initiative and provides a high level overview of the General System Design for the initiative.
<b>Use Cases</b>	This document outlines the business processes impacted by the modification initiative and specifies how the user interfaces with the system or any other external systems during those business processes. During the General System design phase alternate paths are detailed along with the basic straight path.
<b>Logical Data Model</b>	This document provides a graphical representation of business requirements. It depicts any new logical database entities and is a bridge to the Physical Data Model (PDM).
<b>Screen Shot Details</b>	Not applicable for the Child Welfare Central Data Repository.
<b>Business Logic Diagrams (Mainframe) or Activity Diagrams (Open Systems)</b>	This document provides a graphical flow of the initiatives processes and functionality. For Mainframe systems Business Logic Diagrams are created while for Open Systems Activity Diagrams are created.



DSD Components	Component Description
<b>Initial Capacity Plan</b>	Deloitte reports in on the initial capacity initiatives estimate changes because of the initiative. The capacity reporting is based on a review of the Critical Business Process. This review focuses on key business drivers, workload, and workload characterization (transactions, batch jobs). The capacity report should be based on changes or additions to the base as well as any anticipated environmental change. This applies equally to transactional application, business intelligence, enterprise service, and COTS products.
<b>Initial Conversion or Data Population Plan</b>	Not applicable for the Child Welfare Central Data Repository.
<b>Initial Key Considerations</b>	This document highlights areas of the initiative’s General System Design that were discussed and agreed upon with concerned stakeholders during design meetings as well as any other items that needed to be highlighted from the GSD documentation itself. The items have been broken down into categories based on the Department’s IRM Domain structure.
<b>Updated Traceability Matrix</b>	The requirements traceability matrix is updated to map the individual requirements to the appropriate Use Cases document.
<b>Work Plan</b>	The proposed work schedule for the Detailed Systems Design phase of the initiative is outlined in the updates to the Work Plan document.

Figure 6.3-62. Components of the GSD.

During GSD, we will translate the business and systems requirements to create a comprehensive general systems design document that will provide a conceptual understanding of the “how” for the Child Welfare Data Repository and associated interfaces. The GSD will serve as a critical input to the detailed design document as it will set the foundation and direction for the actual design implementation.

Our approach as the Lot 6 systems integrator to SRD and GSD is further detailed in *Section 6.5*.

In addition to providing the SRD and GSD, it is our understanding, based on Appendix L Cost Submittal, as the Lot 6 systems integrator we will provide DPW with a Preliminary Child Welfare Data Dictionary.

### ***Preliminary Child Welfare Data Dictionary***

We will create the Preliminary Child Welfare Data Dictionary based on the Lot 4 vendor-produced data reference model and logical data model from the GSD that we provide as Lot 6 systems integrator. The data dictionary will serve as a valuable aid to DPW and the design and development teams as it will provide real world definitions and end user understanding of the data objects in the data reference model.





Key attributes of the data dictionary include:

- NIEM Naming and Design Rules (NDR) will be applied to the schema and data element names
- Standard data terminology
- 'Also known as' business names (if any)
- Brief but precise description of the data element
- How the element is expressed (its length and nomenclature such as 'hh:ss' time format, lists of acceptable values, special characters allowed or disallowed)
- CRUD matrix (create, read, update, and delete permissions)
- Mandatory/optional status
- Associated business rules (by reference if there is a business rules management application) and business process impacts

By creating the Child Welfare Central Data Repository SRD, GSD and preliminary data dictionary, Deloitte will provide DPW with systems requirements and conceptual design for implementing the Child Welfare Central Data Repository, bringing DPW closer to the envisioned final solution.



# 6.4 Application Maintenance



PA\_DPW-200d

<b>II</b>	Page <b>II-2</b>	RFP Reference: II-3. Work Plan
-----------	---------------------	--------------------------------

Describe in narrative form your technical plan for accomplishing the work. Use the task descriptions in **Part IV** of this RFP as your reference point.

<b>IV</b>	Page <b>IV-299</b>	RFP Reference: Systems Architecture Lot #6 and Technical Support Services Lot #7
-----------	-----------------------	--

**Systems Support Services** – The selected Offerors for Lot # 6 and Lot #7 will be responsible for providing following services for all the in-scope systems identified in this RFP.

**Application Maintenance:** maintenance of all the in-scope production systems to ensure that all in-scope systems defined in this RFP are properly maintained to support business operations, technology and operating efficiently and effectively to serve its ever-growing user and customer community

*Additional RFP Reference: Application Maintenance Services, Page IV-337*

**We use a mature operational approach that is flexible yet tailored to supporting respective system maintenance and operational needs. Our approach assists in supporting maintenance needs through systems impact analysis, trouble shooting, SWOT team support, technology upgrades and system reengineering needs. Ultimately, our approach to maintenance is designed to help DPW confirm your enterprise systems are performing per the approved designs and requirements. While the majority of the maintenance responsibilities fall to the Lot 7 vendor Deloitte brings resources with experience in your enterprise systems required to safeguard the integrity of their architectures and designs.**

## Unique and Distinguishing Factors



Deloitte’s application maintenance approach and proposed staff with knowledge of DPW’s business and procedures

- Proactive approach to system maintenance
- Impact analysis enriched by system understanding
- Alignment with DPW EA-SOA strategy

## Introduction

Deloitte, a leading national Health and Human Services **thought leader**, has collaborated with DPW for 30 years, and we are uniquely positioned to provide support and assistance in a collaborative fashion that meets DPW’s vision for maintaining ongoing operations of its core business systems with the most qualified pool of resources available to the Department. Furthermore, our ability to perform the tasks is enhanced by our understanding of the architectures, complexities and intricacies of

DPW’s 6 enterprise systems, 27 business systems and more than 200 subsystems, and our approach incorporates the unique requirements of the program offices in providing for the maintenance of the in-scope systems. We highlight the key features of our approach in Figure 6.4-1 below, and the benefits to DPW.

Features	Benefits
<p><b>Uses a mature operational framework that includes DPW’s established SDM methodology</b></p> <ul style="list-style-type: none"> <li>• CMMI Level 3 assessed processes</li> <li>• Jointly established with DPW the procedures, artifacts, templates and tools</li> <li>• Facilitates collaboration and communication with DPW, program offices, and other vendors</li> </ul>	<ul style="list-style-type: none"> <li>• Decreases schedule, cost and performance risks</li> <li>• Provides continuity in benefits and services to constituents</li> <li>• This capability can be leveraged, if desired, to provide a broader level of support in Lot 6 than is presently outlined</li> </ul>
<p><b>Proposes staff that bring an understanding of DPW’s business processes and systems environment</b></p> <ul style="list-style-type: none"> <li>• Understands the unique features and complexities of iCIS, HCSIS, PACSES, Child Welfare and PELICAN, and their more than 200 sub-systems</li> <li>• Understands the needs, vision and trends within respective programs and the program offices that support them</li> </ul>	<ul style="list-style-type: none"> <li>• Better supports the needs for assessment and analysis in project’s migration towards DPW’s enterprise architecture and shared services vision within a multi-system, multi-vendor operating model</li> <li>• High-level of service to stakeholders and users and other lot vendors</li> </ul>
<p><b>Contains a history of success with DPW and many of your peer organizations across the country</b></p>	<ul style="list-style-type: none"> <li>• The Department retains a proven vendor who has established their ability to work side-by-side with DPW stakeholders and deliver high-quality results</li> </ul>


Figure 6.4-1. Key Features and Benefits of Deloitte’s Maintenance Approach.

DPW Strategic Business Systems support more than 4 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. Maintenance of these mission critical operations confirms that the Commonwealth’s people are receiving the benefits and services that they need to feed their families, pay their rent, place their children in a safe and educational environment while they go to work or train for work placement, and support our elderly and developmentally disadvantaged so that they are safely cared for.

In our response, we demonstrate our understanding of DPW’s vision and operating model, as well as the business and systems landscape that includes interdependent systems and strategic business systems that feature their own unique attributes and intricacies. We understand that the SDLC tasks need additional coordination between the Lot 6 and Lot 7 provider given the hand off mid stream during a SDLC cycle. We incorporate this understanding into our proposed approach for assisting and supporting the Lot 7 maintenance vendor, as requested by DPW to better meet the diverse needs of program offices while reducing the specific risks that these aforementioned items introduce within a multi-vendor, multi-system operating model.

## Deloitte Brings Reliable Operational Experience to DPW's Mission Critical Enterprise

**DPW's Mission Critical Programs Supported By Deloitte**



- ✓ 6 Applications, 27 Systems, Over 25 Enterprise Services

---

- ✓ 4,000,000 clients and over 2,000,000 children receive DPW Services

---

- ✓ 15% of all Pennsylvanians rely on DPW Services

---

- ✓ Over \$10,000,000,000 in benefits processed each year to needy consumers

---

- ✓ Over 1,500 providers depend on timely payments for services rendered

---

- ✓ Over 25,000 workers rely on DPW Systems to serve consumers

---

- ✓ Federal compliance for TANF work participation

---

- ✓ Child Support Program performance and compliance with KPI's

---

- ✓ Consumers and employers depend on online channels to interact with DPW

---

- ✓ Other agencies, such as PID, PDE, DOH, PDA, and OLTL depend on DPW's Systems for their business

PA\_DPW-897a\_2

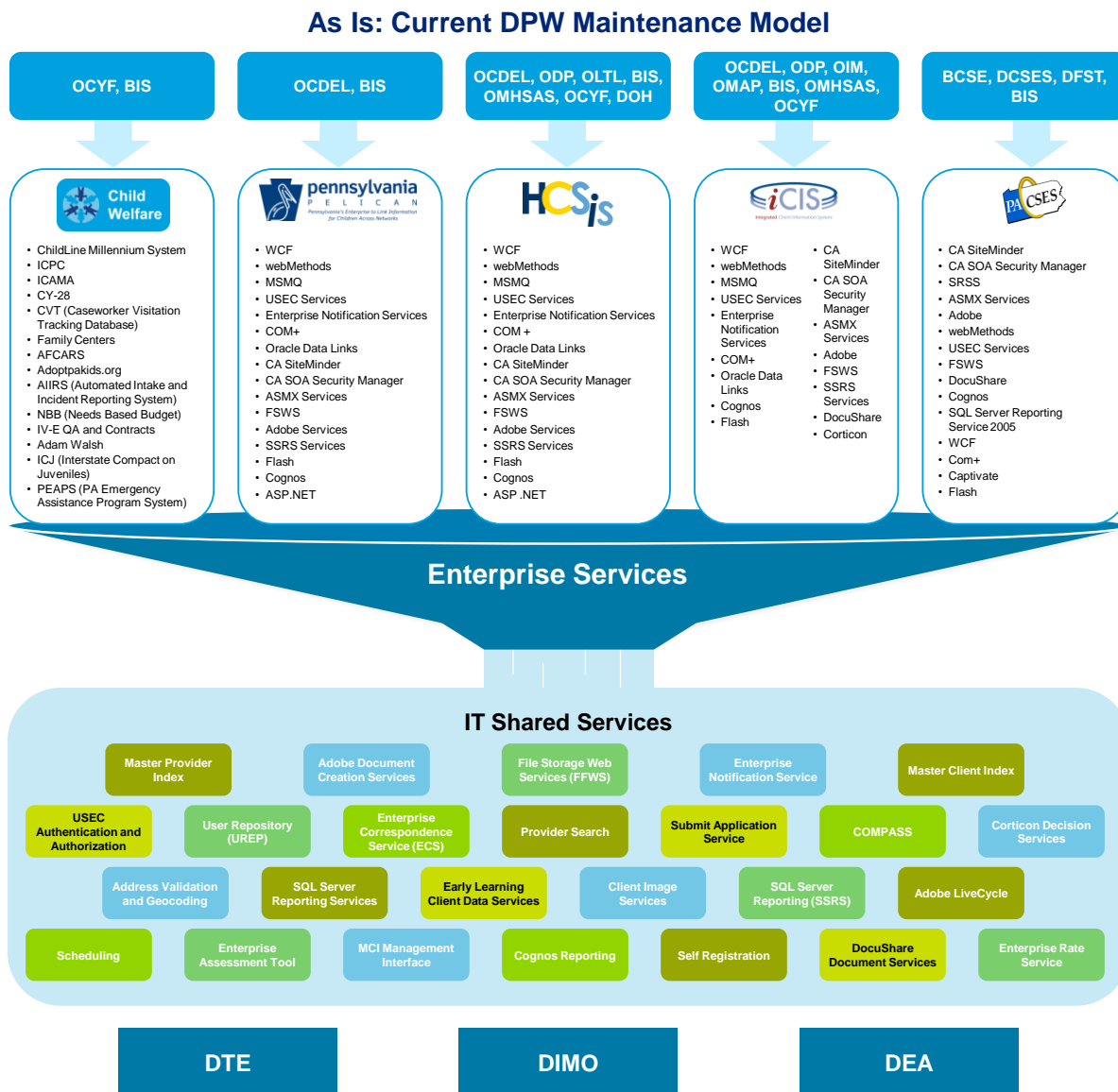
### Figure 6.4-2. Deloitte Brings Reliable Operational Experience to DPW's Mission Critical Enterprise.

DPW needs a provider that is experienced in the in scope applications in order to preserve service and program delivery and to advance efficiency through innovation.

## Our Understanding – DPW’s Vision and Operating Model

Today’s DPW Strategic Business Systems maintenance environment consists of multiple application and systems across different platforms. These systems typically perform maintenance functions, using consistent processes and coordination across teams while using system specific knowledge and experience to meet the respective system needs.

The following illustration depicts these areas of organization and shows how today’s maintenance environment is structured.



PA\_DPW-287\_9

**Figure 6.4-3. Today’s Operating Model.**

Today’s operating environment has met DPW’s needs on the current contract and has provided a system and organizational foundation from which to migrate to DPW’s new operating model

As illustrated above, numerous technologies and products are maintained and supported independently across application team threads. This operating model has developed over the last 10 years, and was effective as the DPW IT organization grew and matured with the applications.

Today the scale of the applications that support DPW's programs has grown to encompass **more than 30 million lines of code across 4 different programming languages**, supporting **over 12.5 million transactions daily**. These applications use over **50 products** and are used by almost **40,000 agency workers, providers, and numerous clients** every day. These **award winning and nationally recognized applications** use integrated databases, are linked through **enterprise applications**, and share users and program areas. Successful performance and operation of the in scope applications **secures hundreds of millions of dollars in federal funding for Pennsylvania every year**.

We recognize that the role of the lot 6 maintenance provider is primarily in support of the Lot 7 maintenance team; however to be effective in that role will require our team to:

- **Have an understanding of the heterogeneous environments** used to maintain the various applications, platforms, SDLC environmental needs
- **Be able to deploy diverse skills** of the team to provide assistance and consultation on maintenance activities
- **Demonstrate experience with the architectures and technologies of the application of many different tools** that presently support the maintenance activities across integrated applications like environment monitoring, version control tools, testing tools, defect and issue tracking tools, scheduling, planning and monitoring tools.
- **Have knowledge and experience in the business requirements translation, system requirements facilitation, and general system design to support transition to the Lot 7 vendor as defined** in the processes utilized by the department

As DPW's business and technical needs have increased and changed during that period, we have worked with the Department to also evolve a vision for ongoing support, and will use this experience in the execution of our Lot 6 responsibilities. As this evolution continues, and DPW's vision for the future is realized, Deloitte will assist, as prioritized by DPW by providing input from our knowledge to support the scale of the growing maintenance needs and to further to drive efficiencies.

We fully grasp the importance of DPW's desire to move toward a more shared services approach to application maintenance; it allows for 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 utilized across multiple projects, in an organized fashion, eliminating the peaks and valleys in staffing significant initiatives.



Deloitte's role in the establishment of a shared services model and our work with the Department in the growth of the existing model, positions our team well for the performance of the RFP activities related to Lot 6.

## Our Understanding –DPW's Strategic Interdependent Business Systems

DPW Strategic Business Systems represents the collection of systems that are core to DPW's client facing service delivery. These systems are utilized by more than 20,000 end users spread across numerous program offices within DPW - OIM, OMAP, DFST, DCSES, BCSE, OMHSAS, OLTL, ODP, OCDEL, and OCYF. In addition, other departments such as Aging, Insurance, Education and Health rely on these systems for their service delivery needs. Citizens, community partners and providers access the self service and public facing components of these systems to support client needs. Therefore, the Department needs a vendor with the experience, capabilities, and dependability to support the facilitation of the effective maintenance of these systems.

Deloitte has worked with DPW to deliver consistently for over 10 years. Given our experience maintaining the over 200 DPW application subsystems, Deloitte is better qualified than any other vendor to meet the needs of the Department. We have an understanding of the SDM process and experience in architecting, solution design, developing, reviewing and implementing systems requirements, technical design, and supporting of implementations and on-going maintenance.

Whereas many vendors may only focus on 'numbers', we believe this is only one component of the required approach to the RFP tasks relevant to Lot 6. To meet DPW's vision the migration toward the new operating model requires the following:

- **Mature operational framework**, that uses CMMI mature processes and includes a framework for continuous improvement
- **Broad metric and performance tracking** of defects and operational issues
- **Staff with an in-depth knowledge of DPW's business** and the unique needs of program offices and intricacies of the diverse strategic business systems
- **National network of HHS clients** and projects of similar size, scope and complexity from which to bring "innovation in-sourcing" including assets, leading practices, and lessons learned to improve maintenance service, system stability and system availability.

To assist in meeting DPW's vision of a more streamlined, shared service based approach to application maintenance, Deloitte, like no other vendor, can provide a resource pool of functional and technical experience with knowledge of the architectures, design and technologies behind in-scope applications to the DPW project. Deloitte, working with DPW, will use this resource pool as required to support the Lot 7 vendor in creating overall operational efficiencies and providing maintenance services.

The resources, coupled with a well established operational model, and the experience working with a significant number of HHS clients nationwide and locally, have experience working with the Department and program which provides a unique effectiveness to continuing to provide high levels of service to the citizens of Pennsylvania.

## Interdependent Business Systems Require Enterprise Level Experience

Deloitte understands the complexities and interdependencies of the Department's mission critical production systems. We bring more than 10 years of hands-on experience with troubleshooting, resolving, and maintaining these systems and we fully comprehend the critical nature and urgency required in dealing with any production system impacts or outages.

Deloitte, through our experience with DPW, also understands the inner and outer-system dependencies associated with each of the Department's Strategic Business Systems within the scope of this RFP. These dependencies are critical to understand and maintain in order to support the end-to-end service delivery and benefit distribution to the citizens of the Commonwealth whom rely on the Department's services on a day-to-day basis. For example, understanding the interdependencies between HCSIS, MCI, and CIS and potentially other DPW systems, like PROMISe, for mental health and early intervention services is critical to the impact assessments needed for the Lot 7 vendor to incorporate changes within these systems.

This experience will allow Deloitte to effectively support DPW's desire for a vendor with the flexibility to assist in corrective, adaptive and preventative software maintenance activities from day 1 of the contract. Furthermore, due to this firm grasp of the environment, we will be able to understand the impacts of changes made through modifications and maintenance activities upon the Enterprise Architecture Blueprint, systems design and requirements documentation.

Deloitte brings this type of functional and cross-system understanding that drives tangible benefits to DPW including reduced downstream risk and re-works, better collaboration between program offices and project teams, and utilization of resources. These systems, their interdependencies and complexities, take years of experience to understand and efficiently provide assistance and support to the maintenance activities without compromising the end user interaction and the service deliver to the constituents. As the Lot 6 offeror, this positions us well to assist and support the overall maintenance and defect management activities of the Lot 7 maintenance team.



We depict in Figure 6.4-4 the critical system touch points related to each of the DPW Strategic Business Systems within the scope of this RFP. **A key to the success of the Lot 6 responsibilities is having the knowledge and experience to not only know which application needs to be changed, but where in that application the change is required to effectively support when a problem is identified. Without this knowledge the proposed solutions could easily introduce more problems to existing system capabilities.** Deloitte has an understanding of these critical interaction points and that knowledge and experience will play a key role in our support for system maintenance.





The DPW IT systems topology diagram depicts the key cross-application, cross-platform integration points between systems and enterprise services. Each of these connection points highlights the unique nature of each application and the combinations of these interdependencies demonstrates the need for an application maintenance resource pool with hands-on knowledge and experience in order to efficiently and effectively maintain DPW’s critical business systems. There are more than 30 million lines of code across these systems that a vendor would need to understand to support operations without jeopardizing services to the most vulnerable people of Pennsylvania.

The following table provides a summary of the combined scope and scale of the business systems that are presently within the DPW systems footprint:

Scope of Maintenance	System Statistics
Lines of Code	20 Million
Database Tables	3,500
Database Columns	65,500+
External Data Exchanges	67
Screens	250+ Mainframe 1,500+ Open Systems
Interfaces	75+
Reports	500+

Figure 6.4-5. Scale of DPW Strategic Business Systems.

## Unique Features and Intricacies of DPW’s Strategic Business Systems

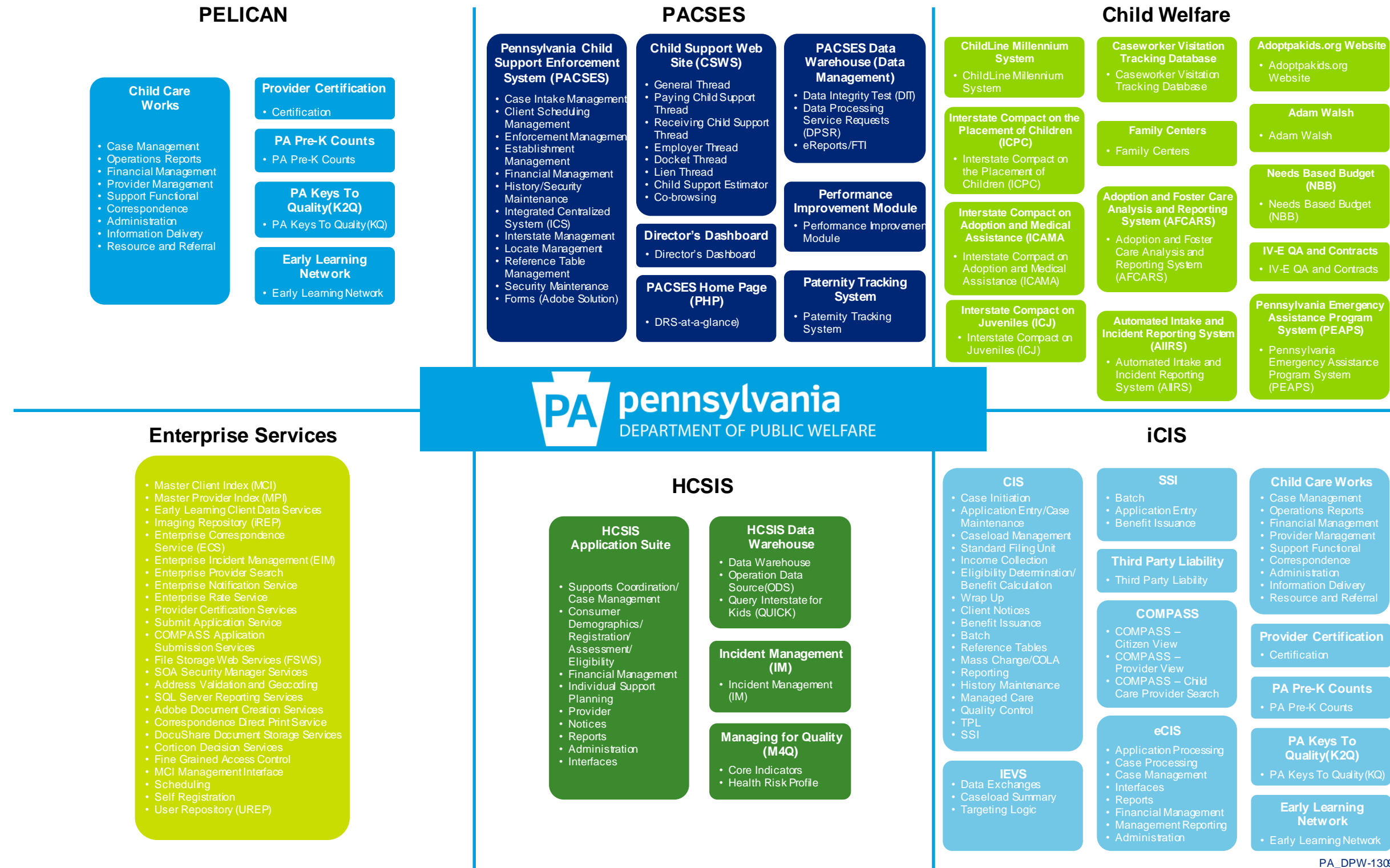
Our experience and understanding of DPW’s Strategic Business Systems also includes the unique features and intricacies of the respective systems. We bring our mature operational framework and methodologies with procedures, templates, tools for DPW use with tailoring that incorporates the differences of the diverse systems in order to translate BRDs into feasibility, systems requirements and general systems design (GSD) activities defined for Lot 6. We believe this approach is critical to system stability and availability, especially within a multi-vendor, multi-system operating model.

The diagram below provides an overview of the systems and subsystems that comprise the Strategic Business Systems and are covered by our proposed maintenance approach.





## DPW Mission Critical Application And Systems Enterprise



**Figure 6.4-6. DPW's Mission Critical Application and Systems Enterprise.**  
Understanding the intricacies of the 6 systems and 27 subsystems is critical to effectively maintaining these applications. No other vendor has the breadth and depth of understanding that Deloitte does.



In the narrative and tables that follow, we demonstrate our understanding of the unique features and intricacies of DPW’s Strategic Business Systems, the potential maintenance related impact to DPW and how our maintenance approach incorporates these items. Upon DPW’s request and prioritization of our tasks, we support the Department and Lot 7 vendor in the analysis and other activities related to maintenance support.



The iCIS suite of applications supports 4 critical DPW programs (Medical Assistance, SNAP, Cash Assistance, and LIHEAP Assistance) and supports the daily lives of more than 3.9 million Commonwealth citizens. \$13.7 billion of benefits are authorized and issued out of the iCIS system on a yearly basis. In addition, iCIS supports more than 7,000 caseworkers across 104 DPW county assistance offices statewide.

Unique Features and Intricacy of Systems	Potential Impact to DPW and Constituents
<p><b>Client Notice Redesign logic contains complex, roll-up and consolidation rules to determine the appropriate “end of day” notice that should be mailed to clients</b></p>	<ul style="list-style-type: none"> <li>• Notices received by clients may contain inaccurate or confusing information resulting in additional calls to CAO offices.</li> </ul>
<p><b>The LIHEAP functionality within eCIS automates tasks related to eligibility determination, benefit calculation and notice generation for the LIHEAP Cash and Crisis programs</b></p>	<ul style="list-style-type: none"> <li>• Client may receive inaccurate eligibility information resulting in incorrect client benefits and notices. This may in turn result in additional appeals to the Department &amp; more calls to the CAO</li> </ul>
<p><b>The Work Load Dashboard within eCIS interfaces with a majority of the sub-systems within eCIS and utilizes complex algorithms to determine activity allocations to users. The algorithms select users based on workload capacity, caseload ownership and numerous other criteria.</b></p>	<ul style="list-style-type: none"> <li>• Lack of integration between Sub-systems and Work Load Dashboard may result in the inappropriate allocation of activities or even a complete failure to create activities for staff. This can result in worker timeliness and workload issues.</li> </ul>
<p><b>eCIS has critical batch operations with specific execution times and dependencies that share information with CIS to support dozens of business processes.</b></p>	<ul style="list-style-type: none"> <li>• Any disruptions in the order the batch runs or in the timing of the batches may affect the synchronization of data between eCIS and CIS</li> </ul>
<p><b>The Cash Assistance, SNAP, and Medical Assistance eligibility rules within CIS involves a complex design with considerable intricacies.</b></p>	<ul style="list-style-type: none"> <li>• Modifications to eligibility rules within CIS without a strong understanding of the underlying policies and programs will severely affect the timely issuance of benefits.</li> </ul>
<p><b>The standard filing unit rules to determine Medical Assistance categories (benefit packages) within CIS use elaborate hierarchical and sequential data processing rules.</b></p>	<ul style="list-style-type: none"> <li>• Improper adjustment to SFU rules would result in the generation of incorrect Medical categories in the system.</li> </ul>

Figure 6.4-7. Unique features of iCIS.

We recognize that the iCIS suite of applications forms the **core component** of OIM’s client facing service delivery. Deloitte is intimately familiar with the working of the

application, its interactions with other applications in the DPW landscape and the goals for modernization in the near future. We are aware that as DPW moves towards its goal of advancement of its eligibility systems, it values the prudent and optimal reuse of existing software and hardware resources to deal with the increasing client population and caseloads.

We take pride in our efforts to effectively and efficiently maintain the iCIS application over the past 10 years. Our proposed team to maintain iCIS has experience with each subsystem within the iCIS application and its interaction with other DPW applications. Our team will leverage their knowledge of the in-scope systems to maintain application stability and performance. We will assist and support the Offerors of Lot 1 and 7 and DPW-BIS teams to perform adaptive and preventive maintenance activities to confirm that the application meets its performance requirements. Our approach is based on tightly integrated maintenance efforts across the iCIS suite of applications and platforms focused on the special needs of each application.



PACSES supports more than 4 million citizens across the Commonwealth. \$1.6 billion of child support collections are processed through the system on a yearly basis. In addition, PACSES supports more than 4,000 caseworkers in 87 offices across the 67 counties within Pennsylvania. In 2009, PACSES was recognized as the first and only state within the country to achieve over 80% on Federal Performance Measurements.

Unique Features and Intricacy of Systems	Potential Impact to DPW and Constituents
<b>Vital PACSES Support Layer controls access to data stored within PACSES.</b>	<ul style="list-style-type: none"> <li>• PACSES Mainframe screens may display incorrect information or be completely unable to display data hindering common business process</li> </ul>
<b>PACSES Giant Activity Matrix (GAM) utilizes a set of complex business rules to control workflow within PACSES.</b>	<ul style="list-style-type: none"> <li>• Mainframe users may end up performing daily business actions in an incorrect sequence resulting in inconsistencies in benefits results and distorted Audit trails</li> </ul>
<b>PACSES PACFORM gathers the data displayed on PACSES forms.</b>	<ul style="list-style-type: none"> <li>• Malfunction in the PACFORM subsystem may result in incorrect or lack of any data on displayed resulting in discrepancies in delivery of Legal court documents to clients.</li> </ul>
<b>PACSES Distribution and Disbursement rules controls sensitive financial information exchanges with the Child Support System.</b>	<ul style="list-style-type: none"> <li>• Payees may receive incorrect or no payments amounts with incorrect payment information reflected in the Child Support Web site.</li> </ul>
<b>PACSES Scheduling module utilizes a set of intricate rules to schedule client conferences based on program office guidelines.</b>	<ul style="list-style-type: none"> <li>• Duplicate or incorrect invitations notices sent out to clients will confuse clients regarding conferences resulting in no-shows or poor attendance.</li> </ul>


Figure 6.4-8. Unique features of PACSES.

The PACSES suite of applications forms a vital component in DPWs eligibility and benefit delivery portfolio. We recognize that PACSES has evolved significantly since its

inception to not only meets the Federal, State and end-user needs but to also improve performance and business capabilities. The Pennsylvania Child Support Program has been able to receive \$158 million in federal performance bonus money. It is critical to maintain the level of support, maintenance, and operations of the system to continue to receive the maximum amount of federal incentives.

We are also familiar with DPW’s goals to incrementally advance the PACSES application to continue to provide automation support to the Child Support Enforcement program. Therefore, in performing our tasks we will keep the future vision at the forefront and a knowledge base that will help DPW assess their maintenance activities in alignment with DPW’s future goal in mind.

Our proposed staff is intimately experienced in the intricacies of the PACSES system including its subsystems, screens, forms, reports and data exchanges with other DPW applications. We will support and assist the Offerors of Lot 5 and 7 while they are performing application maintenance services to confirm operational capability and compliance with DPW program requirements.

 HCSIS supports 17 key State programs and supports the daily lives of more than 221,600 Commonwealth citizens. \$2.37 billion of services are approved by the HCSIS system on a yearly basis. Additionally, HCSIS supports over 22,400 application users and 2,300 service providers across the Commonwealth.

Unique Features and Intricacy of Systems	Potential Impact to DPW and Constituents
<p><b>Varying sets of business rules and functionality for each program office to perform Incident Management modules of HCSIS (HCSIS, PWIN)</b> (Offices served for incident management include OODP, OMHSAS, OCYF and OCDEL)</p>	<ul style="list-style-type: none"> <li>• Failure of Incident management modules precludes the generation of Incident reports adversely affecting Incident Data entry, review, and investigation of incidents. This will result in non-compliance with prescribed CMS guidelines.</li> </ul>
<p><b>Crucial interface with Early Learning Network to exchange of demographic and services information related to Infant Toddler and Pre-school children</b></p>	<ul style="list-style-type: none"> <li>• Problems with this exchange of information can result in incorrect population of certain screens rendering them unusable by the users hindering day-to-day business of capturing case management details</li> </ul>
<p><b>Provisional to Real Contract conversions use multiple rate methodologies and rules across the different program offices</b></p>	<ul style="list-style-type: none"> <li>• Untimely or inaccurate conversion of provisional to real contracts affects availability and integrity of service plans severely impacting service delivery</li> </ul>
<p><b>Eligibility determined for certified individuals needs to be exchanged with the CIS application so that the PROMISE application can verify eligibility before settling claims</b></p>	<ul style="list-style-type: none"> <li>• Vendors may receive inaccurate or no payment at all for the services they already provided to individuals. Dissatisfaction amongst vendors may result in them not wanting to provide services through HCSIS.</li> </ul>

Figure 6.4-9. Unique features of HCSIS.



Deloitte recognizes that the HCSIS application serves as the foundation for centralized, Web-enabled data-collection for program management at the state level. It serves critical purpose in delivering Home and Community based services for citizens of the Commonwealth.

We propose an experienced team that is thoroughly knowledgeable of the inter-dependencies and interfaces with other DPW applications. Our team will collaborate with Offerors of Lot 3 and 7 to confirm application stability and performance as enhancements advance system functionality. We will work closely with the application modification team to understand enhancements made to the application with each release to understand the efficiencies of our requirements development and to support ongoing maintenance activities.



The PELICAN system supports 5 key State programs, which in turn supports the daily lives of more than 230,000 children and 14,300 providers across the Commonwealth. \$700 million of child care services are approved by PELICAN on a yearly basis. Additionally, PELICAN supports over 5,500 child development users across the 67 counties within the Commonwealth.

Unique Features and Intricacy of Systems	Potential Impact to DPW and Constituents
<p><b>The Childcare eligibility rules to determine subsidy benefits use elaborate hierarchical and sequential data processing rules.</b></p>	<ul style="list-style-type: none"> <li>• Inappropriate adjustment to these rules would result in the incorrect computation of subsidy benefits affecting client services</li> </ul>
<p><b>Critical external interfaces such as those with CCIS for payment files rely on batch based data exchanges</b></p>	<ul style="list-style-type: none"> <li>• Lack of awareness of interdependencies with other DPW applications' batch schedules (iCIS batches) will result in conflict with payment file generation. This may further delay payments to providers and services to Pennsylvania receiving subsidy benefit.</li> </ul>
<p><b>Internal interfaces such as those with MPI, MCI, CIS and HCSIS are complex real-time batch exchanges that are critical to maintaining enterprise level referential integrity across DPW applications</b></p>	<ul style="list-style-type: none"> <li>• Data synchronization problems resulting from inappropriate data exchanges will require coordination with program offices, testing efforts and potential application down time before resolution significantly impacting end user efficiencies</li> </ul>
<p><b>The Financial Management module within the PA Pre-K count application provides features that are essential for provider funds and grants management</b></p>	<ul style="list-style-type: none"> <li>• Malfunctions in the financial management module will preclude providers from setting up grant structures, applying for continuation grants or budget tracking making it virtually impossible for them to track budgets and expenses.</li> </ul>
<p><b>Provider Self Service and Certification (PPCS) allows over 7800 regulated providers to maintain their own profiles; Certification for Over 36,000 neighborhood and relative providers and 7800 regulated providers by tracking provider licensing compliance</b></p>	<ul style="list-style-type: none"> <li>• Critical defects in the Enterprise Provider Certification module may severely affect the quality of service providers and the child care services they deliver to citizens of Pennsylvania</li> </ul>

Figure 6.4-10. Unique features of PELICAN.

The PELICAN application consists of several critical modules that focus on the different aspects of provider management to meet the OCDEL’s objectives of providing quality early education for the more children. Our approach to application maintenance proposes a team with immense experience in the components of the PELICAN application, its integration with the other in-scope applications and DPW’s Enterprise Vision.

We are intimately aware of the critical external interfaces such as the one with Pearson for performance assessment monitoring of early learning for children. We will leverage the experience of our staff to identify critical interdependencies with the other in-scope applications while supporting the application maintenance for the online and batch components performed by the Lot 2 and 7 vendors. We provide insight into standardized application maintenance activities that can be tailored to meet the specific needs of the PELICAN application.



The child welfare systems support over 20,800 children in the foster care program and more than 4,000 abused and neglected children. Approximately \$1.6 billion is spent annually, through federal, state and local expenditures to support child welfare programs across 67 counties within the Commonwealth.

Unique Features and Intricacy of Systems	Potential Impact to DPW and Constituents
<p><b>Significant manual effort required to merge data from disparate ChildLine County applications through several FTP and merge programs.</b></p>	<ul style="list-style-type: none"> <li>Improper sequencing of data merging programs will result in data inconsistencies between the Main Childline Application and supporting local county applications resulting in disbursement of duplicate or erroneous benefits.</li> </ul>
<p><b>Each of the 67 Counties provides DPW with separate Foster Care Children Adoption reports requiring DPW to verify accuracy and consolidate them. Current consolidation process of these reports is intense and requires significant manual intervention.</b></p>	<ul style="list-style-type: none"> <li>Untimely and inaccurate reporting of Foster Care and Adoption for AFCARS is a direct non-compliance of Federal mandates and may result in Federal penalties on DPW.</li> </ul>
<p><b>Counties in Pennsylvania use different case management systems that do not follow standardized data collection or data exchanges</b></p>	<ul style="list-style-type: none"> <li>Maintenance of distinct case management systems hampers generation of standardized reports. This may result in non-compliance with Federal Reporting standards.</li> </ul>

Figure 6.4-11. Unique features of Child Welfare.

We recognize that currently, there are several distinct components within the child welfare system in Pennsylvania and that these systems do not integrate very well with each other. We fully support DPW’s long-term initiative to move to a hybrid approach by leveraging the existing assets and evolving them into a human services enterprise system using a services oriented architecture (SOA) strategy. By having experience with DPW enterprise systems and services, we offer DPW a unique ability to help DPW transition the child welfare system into the enterprise framework.





Our focus is to assist in the development of a model that provides continuous maintenance support to stabilize the operations of the existing Child Welfare Applications as DPW transitions towards a hybrid solution. We propose staff that not only understand the current landscape but also understand DPW's anticipated Child Welfare system. This understanding allows us to present recommendations for the optimal use of DPW's resources, and facilitates close collaboration with the Offerors for Lot 4 and 7 as we support preventive application maintenance.

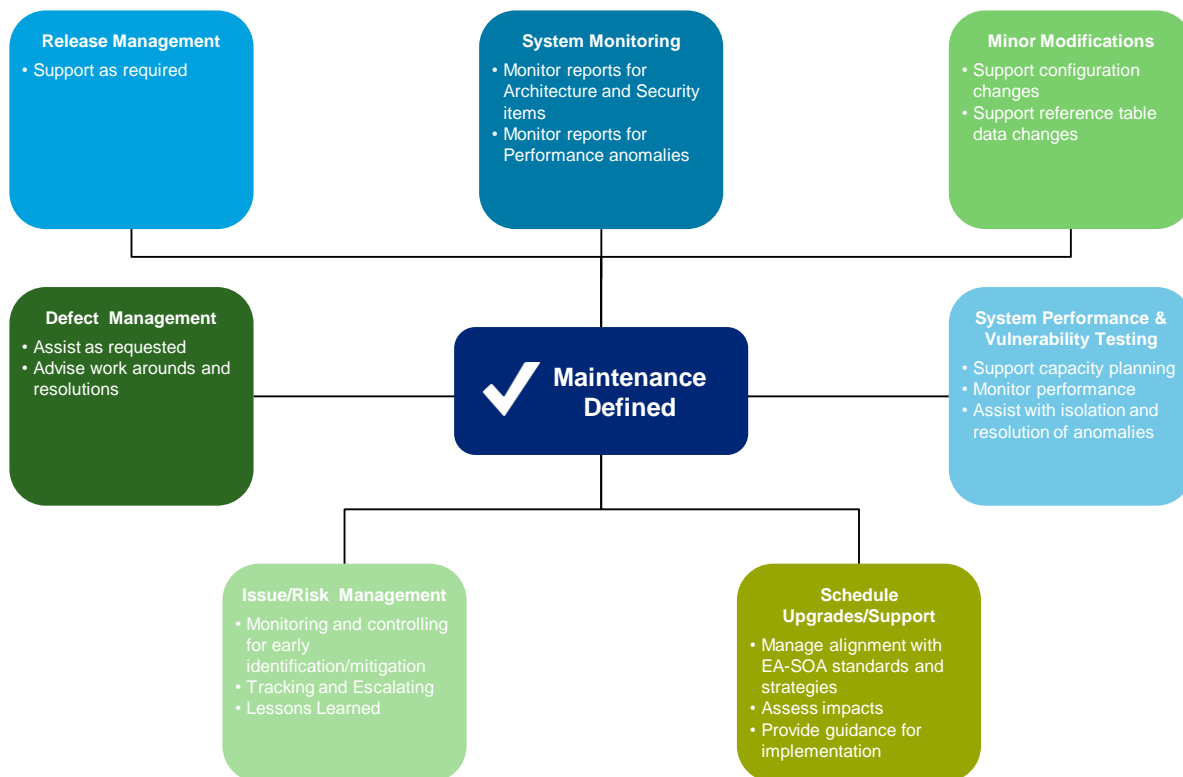
Through our intimate understanding of the DPW systems and SDM process, Deloitte provides effective and experienced resources that understands the maintenance of these systems and assists DPW in its delivery of the public service they were enacted to do and provide for the population of citizens that rely on the Department for support.

### **Our Understanding of 'Maintenance' as Defined in the RFP for Lot 6 and Lot 7 Provider**

A clear definition of maintenance is critical to the overall management of this engagement and has specific impacts to the overall defect management process. The lines between the Lot 6 & 7 vendors can be easily blurred and the DPW will need to clearly define the responsibilities of each vendor for system maintenance activities to avoid paying for duplication of services. Deloitte understands the importance of performing corrective, adaptive and preventive software maintenance across each of the component parts of the in-scope systems. Maintenance activities related to the proper operations of the in scope production systems include application "bug", or defect, fixes, performance monitoring and tuning, source code changes for minor screen modifications, and the addition, deletion, or modification of data elements incorporated within the source code or within system reference tables. As the Lot 6 vendor, we support these activities by assisting as required and prioritized by the Department.

The following graphic demonstrates the scope of maintenance activities across the applications as outlined for Lot 6 within the RFP.

### Application Maintenance Services Defined



PA\_DPW-1374

**Figure 6.4-12. DPW Application Maintenance Activities.**

Deloitte will work with DPW to focus Lot 6 related maintenance activities as defined under the new contract.

As highlighted in the graphic above, the scope of application maintenance services is defined more specific to the activities focused on ongoing maintenance and operations. The list of tasks for maintenance decreased from what is supported today under the current contract.

While many of these tasks are directly relevant to Lot 7 vendor, in order to provide support to DPW when needed, we evaluated the following estimation factors:

- **Maintenance Tasks and Activities.** As outlined above and articulated in your general maintenance activities and required items
- **Maintenance Deployment Schedule and Environment Constraints.** We believe that a quarterly maintenance deployment should be planned across the 6 systems and 27 subsystems
- **Defect Work Lists.** Evaluating existing work lists, as provided with the RFP, for the items covered under the maintenance activities provides a critical component to the overall estimation process
- **Industry Knowledge and Experience.** We incorporated our experience in successfully estimating application maintenance and operations efforts and related

assessment and analysis support required across hundreds of past and present projects

While function point estimation is effective and appropriate to estimate the effort for some system modifications, we know that it is not as accurate for maintenance effort estimation which can be based on empirical data gathered over 10 years of maintaining your enterprise systems. **While models for estimation can be interesting to consider they are never as good as actual data gathered and analyzed over many years of systems maintenance.** Using the information outlined above provides for a much more accurate estimation result to better plan for resource levels and throughput volumes.

Deloitte is poised to continue providing DPW with the key ingredients required to make DPW maintenance and operations activities a success.

## Key Ingredients to DPW Strategic Business Systems Maintenance

The following five key points have been identified by DPW in the RFP as having significant relevance to the future state maintenance model and the vendor's ability to deliver services. Deloitte brings the following capabilities as a Lot 6 offeror:

- **Understanding of Cross-system Impacts.** DPW's business applications are tightly co-mingled both internally and externally with numerous business partner systems. It is critical that the DPW maintenance provider for Lot 6 to have a strong understanding of these critical touch points to provide effective production support and cross system impact analysis across the 200 plus DPW business subsystems, something Deloitte has been doing for the last 10 years.
- **Knowledge of DPW's Diverse Technology Platforms and Products.** Deloitte possesses a broad knowledge of DPW's diverse set of more than 55 technology products and supports complex mainframe and open systems infrastructure upgrades and troubleshooting.
- **Experienced Staff.** Deloitte provides experienced maintenance and production support staff, experienced in DPW's SDM, in the ITIL framework and in managing IT work in accordance with CMMI Level 3 assessment standards, to quickly turn around production defects and address performance related issues to meet the demands of over 10,000 field workers.

### Key Staff Spotlight Doris Hartman Portfolio Coordinator



*"My deep understanding of how the PACSES open systems have been constructed positions me to protect the requirements and designs of these complex systems. This can only lead to more efficient and effective use of DPW's maintenance dollars."*

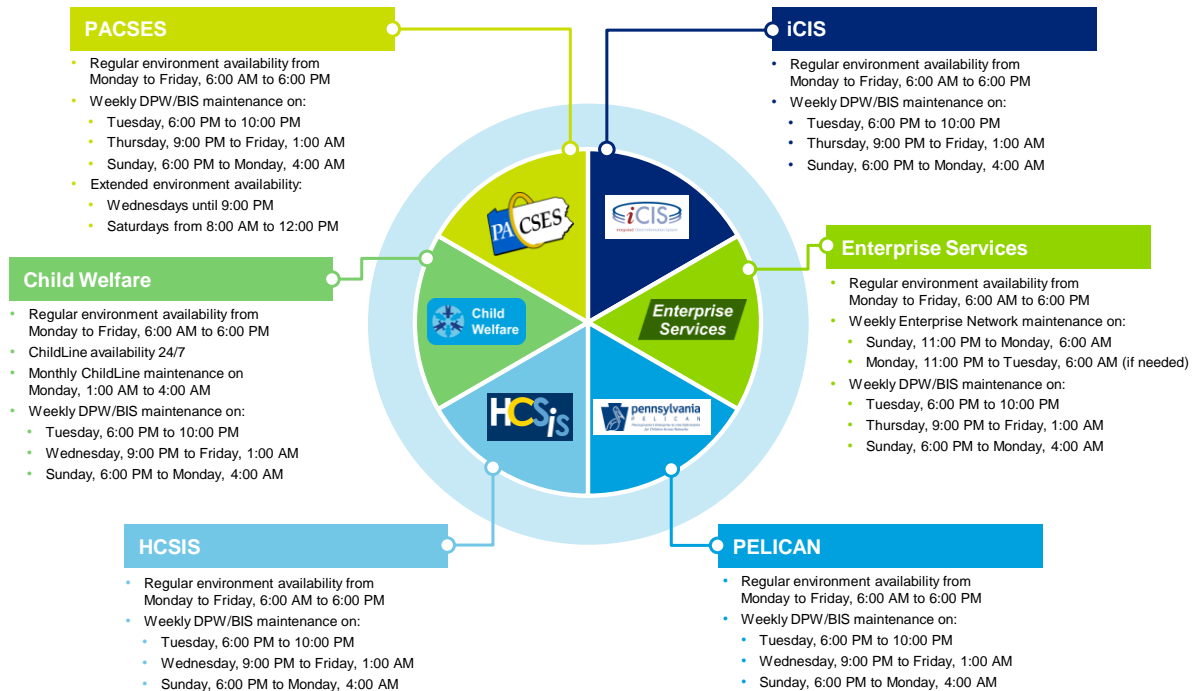
- **DPW Specific System and Business Knowledge.** To better meet your needs and the needs of the various Program Offices, Deloitte provides the Department with key enterprise and system specific knowledge, including an understanding of release bundling and rollout schedules and the intricacies associated with system functions.
- **Broad Knowledge of Program Office and BIS IT Needs.** Deloitte understands the business needs and goals of your Program Office user base, and has worked hand-in-hand with the user community, gaining front line understanding of the program objectives and how technology can enable meeting these objectives.

Deloitte will provide the Department with a qualified and experienced team that will be able to assist in production operations, evaluation and validation of systems performance anomalies, providing insight into upgrading of technologies, and assisting in the change control process for the key Strategic Business Systems starting day 1. Significant transition periods and knowledge acquisition to adequately support the backbone of DPW's business will not be needed. This will enable the Department to promptly continue focusing on the future and the continuation of developing and implementing your strategic IT vision.

### **Application Availability + Stability = Productivity**

Given the mission critical nature of DPW's Strategic Business Systems, it is essential for the applications to be available and up and running during their designated operational windows. Deloitte has collaborated with DPW staff to maintain a 99 percent system up-time for these strategic business systems during their targeted operating windows. We also have the ability to be flexible; in addition to the traditional 6 a.m. to 6 p.m. system availability windows on workdays (excluding holidays), to provide extended windows of availability to assist in the maintenance of key business operations. For instance Deloitte has worked with the Department to adhere to the requirement for the PACSES production environment to be available until 9 p.m. on Wednesday nights.

The following graphic illustrates Deloitte's understanding of DPW's system availability requirements.



PA\_DPW-307\_2

**Figure 6.4-13. System Availability Requirements.**

Effectively supporting system uptime windows involves balancing standardized availability requirements with unique availability needs of the system users so that they can effectively conduct business and deliver services.

We understand the up time requirements are a direct responsibility of the Lot 7 provider. Deloitte has worked diligently with DPW to promote and adhere to the Department's established maintenance and stability windows. We understand the criticality of establishing these types of windows to provide dedicated windows for preventive and adaptive maintenance activities. Deloitte has consistently worked with the Department to plan activities around and adhere to the established network and system maintenance windows.

Our past and current successes provide DPW with a firm that demonstrates repeatable positive results for our clients. We feel this evidence is paramount when considering a HHS solutions integrator for a project of this size and complexity. To demonstrate our direct and relevant project experience, we feel there is no better voice than you hearing from our clients. On the following page, we are pleased to present DPW with a letter of reference from one of your peers demonstrating our capabilities and character in delivering successful and tangible results in the Health and Human Services programs and IT.





STATE OF WEST VIRGINIA  
DEPARTMENT OF HEALTH AND HUMAN RESOURCES

Joe Manchin III  
Governor

Office of Management Information Services  
RAPIDS Project  
1012 Kanawha Boulevard, East  
Charleston, West Virginia 25301-2840  
Telephone: (304) 348-0840 Fax: (304) 348-0875

Patsy A. Hardy, FACHE, MSN, MBA  
Cabinet Secretary

July 28, 2010

To Whom It May Concern:

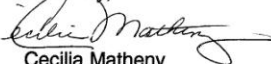
Deloitte has been a technology and business vendor with the West Virginia Department of Health and Human Resources (DHHR) for the past 16 years. In 1994, the state of West Virginia contracted with Deloitte Consulting to develop the state-wide Recipient Automated Payment and Information Data System (RAPIDS) for administering TANF, Medicaid, Children's Health Insurance Program (CHIP), SNAP, and other state programs such as Emergency Assistance and Low Income Energy Assistance Program (LIEAP). Since implementation of RAPIDS in 1996, Deloitte has managed all aspects of the system's development lifecycle supporting maintenance and major enhancements to the system and supplementary applications like the inROADS self service portal and RAFT Data Warehouse.

In more recent years, the WVDHHR has engaged Deloitte to provide a strategy and implementation plan for transforming the mainframe-based eligibility system to a web based system using J2EE technologies. In January 2007, the State of West Virginia deployed the first release of its incremental renewal initiative, known as eRAPIDS. Two additional major releases have been deployed to production since then providing enhanced usability and efficiency to county office workers. With respect to defining and executing the incremental renewal strategy for the mainframe system, Deloitte has shared best practices and lessons learned from other states like Pennsylvania and Wisconsin. Deloitte has delivered the enhancements within the existing RAPIDS maintenance budget, and has also lowered risk as small increments are easier to manage. Further, the DHHR incremental renewal solution outlined by Deloitte minimizes a training and implementation burden on state staff--often a common challenge with the alternative "big bang" approach.

Deloitte has been a reliable partner over the past fifteen years. WVDHHR and Deloitte have collaboratively worked on numerous initiatives which have continually improved case management and eligibility processes while positively impacting worker productivity and customer service. Deloitte brings the right people and a "team approach" in order to implement innovative business and technology solutions.

If you have any additional questions regarding RAPIDS, our programs, or the role of Deloitte in supporting WVDHHR, please feel free to reach me at 304-348-0880 or email me at [Cecilia.A.Matheny@wv.gov](mailto:Cecilia.A.Matheny@wv.gov).

Sincerely,



Cecilia Matheny  
Director, RAPIDS Project

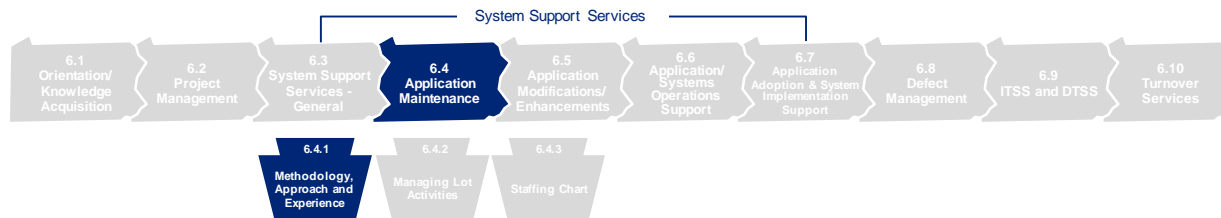
CM/rk

PA\_DPW-1308





## 6.4.1 Methodology, Approach and Experience



PA\_DPW-204a\_4

**II-3**

Page  
**II-3**

RFP Reference: II-3. Work Plan

Where possible, the Offeror should provide specific examples of methodologies or approaches that will be used to fulfill the various requirements, how these methodologies will be adapted for this contract and implemented, and examples of the Offeror's similar experience and approach on comparable projects.

### Methodology

Deloitte believes that application maintenance is not a single stand alone task, but is an iterative form of our overall system development methodology. Maintenance incorporates the phases of the SDM, typically repeated in an abbreviated form at some agreed upon interval in the form of maintenance releases. For application maintenance of the DPW in scope systems we use DPW's System Development Methodology (SDM) that is consistent with Deloitte's internal SDLC methodology that we have used on more than 2,000 Public Sector IT projects. It is based on a detailed set of processes, tools, and artifacts to support a structured approach to application maintenance.

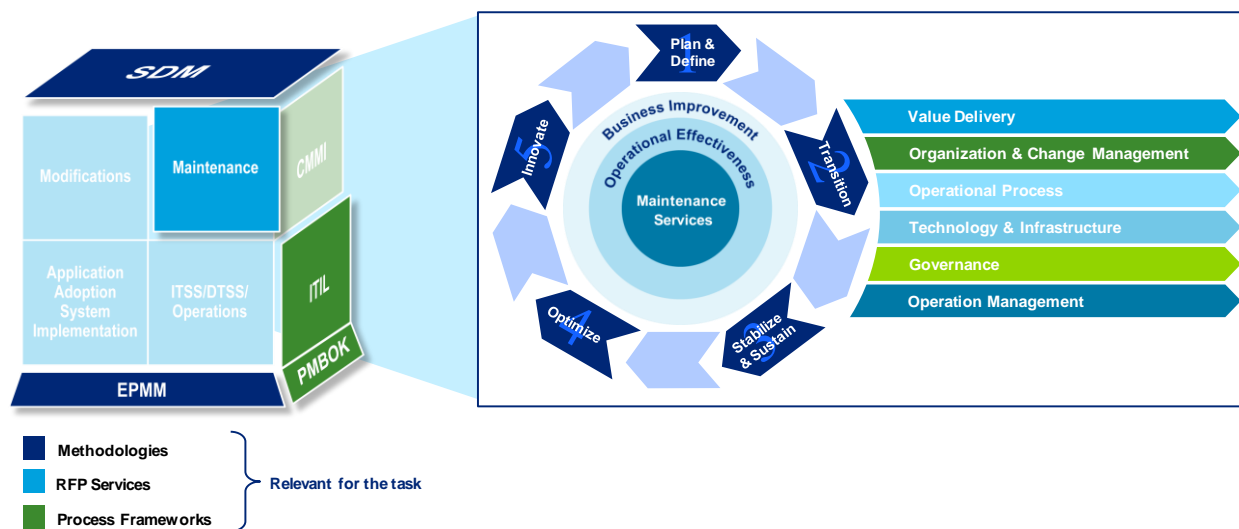
We understand that DPW will need to confirm that the methodologies for maintenance are consistent between the Lot 6 and Lot 7 provider. Deloitte with its experience in the DPW methodologies for full SDM life cycle as described here is uniquely positioned to bring this level of consistency, coordination and reliability in using the DPW's SDM that no other vendor can offer. Lot 6 and Lot 7 provider will need to work hand in hand to enable this continuity. The rest of this section describes the SDM approach for the entire SDLC cycle, and specifically highlights the work in the SDM phases relevant to Lot 6.

For Lot 6, the SDM phases start with the translation of the Business Requirements Document (BRD). It then includes the activities across the SDM phases through General Systems Design (GSD). We do understand, however, the DPW requires that the Lot 6 offeror be available to assist on a number of the general maintenance activities performed by the Lot 7 vendor.

Although the maintenance tasks required of the Lot 6 offeror are very limited, we believe that our experience and credentials achieved can have a significant impact upon the quality of the overall maintenance activity. We have achieved CMMI Level 3 assessment following the DPW 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 will support us in continuing to evolve our application maintenance services. These processes extend the SDM with management controls that provides visibility into our processes from which we provide assistance to the Department and other vendors performing the necessary improvement actions, as well as establish communications processes that support a multi-vendor, multi-system operating model. We depict the DPW SDM methodology and how it fits within our integrated DPW operational framework in Figure 6.4-14.



PA\_DPW-162a\_7

**Figure 6.4-14. Integrated SDM and DPW IT Methodology.**

We use DPW's structured SDM and extend with industry process frameworks and Deloitte's national leading practices and lessons learned to implement maintenance releases on-schedule and within budget.

Our application maintenance methodology follows the DPW System Development Methodology (SDM) and infuses ITIL framework concepts and practices and CMMI processes and controls to not only govern standardization and efficiency but to incorporate continual monitoring and improvement.

- **ITIL.** The IT Infrastructure Library (ITIL) version 3 (and version 4 on its release) will provide application management focus and will be used to guide the implementation of standard IT services to be provided to the maintenance team. This methodology will be used to guide maintenance activities throughout the complete service life cycle, focusing on the Service Operation area that is most applicable to application maintenance services.
- **CMMI.** The Capability Maturity Model Integrated (CMMI), from Carnegie Mellon's Software Engineering Institute will provide application development quality and improvement focus and will be used to guide the development activities associated with the ongoing maintenance of existing software.



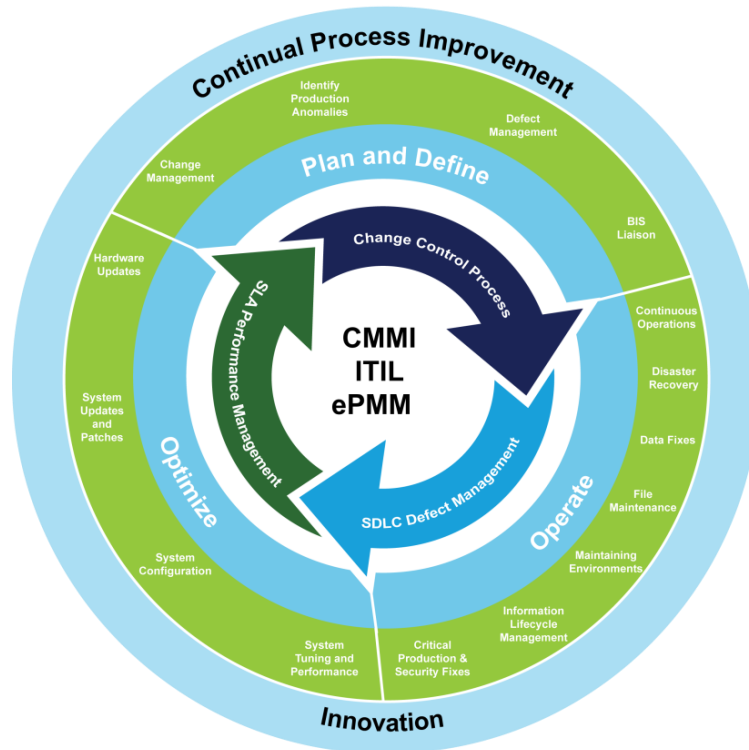
We are very familiar with the DPW SDM, having not only worked with it since its inception but because we collaborated with DPW in the creation of the SDM methodology. We have shared Deloitte intellectual property assets around our system development methodologies with DPW in the creation of the SDM. We continue to share new ideas and suggest improvements to the SDM, which upon the Department's acceptance, can continue to enhance the standard methodology utilized for maintenance of these in scope systems

Supporting our application maintenance activities is our Project Management methodology and approach, DPW's EPMM. In particular, risk and issue management, monitoring quality and schedule, and measuring performance are key components of our project management approach that support our application maintenance delivery.

## Approach

We understand that while the intent of application maintenance is to consistently be ready to serve your clients, it is also critical to employ a methodology that allows you to reduce operational costs for in an environment of dynamic change. Looking to the manufacturing industry we can formulate an analogy to a factory line that is focused on repetitive tasks, done as efficiently as possible, with built in quality checks and balances. IT maintenance and operations is not very different. And as such application maintenance requires an approach that focuses on the repetitive maintenance activities and tasks, defines repeatable and standardized processes, has built in quality assurance controls, and governs the activities with regular monitoring and compliance control.

Our maintenance approach uses the DPW SDM within an integrated operational framework that includes continuous improvement and supports a multi-vendor, multi-system operating model. As we depict in Figure 6.4-15, we plan and define, operate and optimize DPW's Strategic Business Systems working within and across DPW's program offices using a structured approach to implementing corrective, adaptive, and preventative maintenance activities.



PA\_DPW-604\_2

**Figure 6.4-15. Deloitte's Maintenance Approach.**

An approach based on continuous improvement is the basis for DPW's CMMI Level 5 organizational goals.

As the above diagram depicts, the primary components of our approach to application maintenance is divided into the following 3 iterative phases:

- **Plan and Define.** This phase covers our approach to addressing the activities associated with work analysis, work planning and resource management. It is applicable to corrective, preventative, and adaptive maintenance approaches.

We understand that DPW may request assistance from the Lot 6 offeror based on mutual prioritization of work. Once impacts and efforts are understood, planning for coordination with stakeholders is completed and resource allocation is planned for prioritized and scheduled work, with an understanding that our resources can be leveraged at different points in the maintenance process.

- **Operate.** This area covers the core maintenance activities from an execution perspective. The development, testing and deployment of defects, production system monitoring and environment maintenance activities are executed within this phase.

The operate phase is focused on the activities specific to corrective and preventative maintenance, and our team will assist in the following areas; analysis, trouble shooting and technology reengineering when requested:

- Defect management or break fixing
- Monitoring and controlling for quality and risk



- Conducting stakeholder coordination
- Maintaining documentation
- Testing and regressing testing
- Coordination of deployments
- Escalating risks and issues and executing resolution steps
- **Optimize.** Within this phase of our approach we manage those activities that are related to adaptive maintenance. This is focused on system tuning, system upgrades, and evaluation of minor system modifications.

Our team will assist and support in performing analysis, trouble shooting and technology reengineering when directed by DPW to perform the following activities:

- Evaluating lessons learned and establishing improvement plans
- System performance tuning activities
- Software and infrastructure upgrades
- Evaluating minor modifications

For application maintenance our approach uses these distinct phases in combination and in unison. These activities are not conducted sequentially but simultaneously based on the application related activities. So it is an iterative process designed to drive continual process of improvement.

We summarize in Figure 6.4-16 our approach to addressing your key maintenance activities or sub-component service offerings as you have defined in your RFP.

Key Service Offerings	Deloitte’s Approach to Your Maintenance Activities
<b>Incident Management/Issues Tracking</b>	<ul style="list-style-type: none"> <li>• Supporting the tracking of defects through the tools deployed by the Lot 7 maintenance vendor supports the standardization of the collection of information related to an incident/issue for investigation.</li> <li>• When required, collection of detailed information related to the incident or issue so that it can be directed to the appropriate Lot/team for further investigation.</li> <li>• Monitoring of reporting on incidents including information such as type, category, severity, and date entered, and system impacted.</li> </ul>
<b>Defect Management</b>	<ul style="list-style-type: none"> <li>• Support of incidents and issues determined to be system defects are addressed through the application maintenance process based on severity and prioritization.</li> <li>• Assisting with the scoping of release bundles so that other necessary SDM phase activities can be coordinated.</li> <li>• Using defined communication processes to work with the Department and other lot vendors.</li> <li>• When directed, usage of detailed reporting on defect information from the defect management tool and from work plan information</li> </ul>

Key Service Offerings	Deloitte's Approach to Your Maintenance Activities
<b>Fault Investigation</b>	<ul style="list-style-type: none"> <li>• Performing rigorous investigation of incidents and engaging the Department and/or other lot vendors as required</li> <li>• Collaborate with the Department to establish and facilitate meetings with the other lot vendors to establish fault and define next steps.</li> </ul>
<b>Scheduled Upgrades</b>	<ul style="list-style-type: none"> <li>• Support scheduled upgrades when directed.</li> <li>• When engaged in an scheduled upgrade, leverage our defined project management work planning process to define the scheduled and to assist in the management of the activities.</li> <li>• Use our defined risks/issues process to manage risks or issues associated with upgrades.</li> </ul>
<b>Software Performance</b>	<ul style="list-style-type: none"> <li>• Support, when required, the performance of regression testing to validate that the code change has not negatively impacted any other area of system functionality.</li> <li>• When directed, assist in the definition of the specific UAT testing needs as part of the defect management process and detail the testing time frame in the release work plans.</li> <li>• If required, manage defects that arise as a result of UAT and track through the defect management tool.</li> <li>• Perform communications activities around testing that the team is engaged in, including regular checkpoint calls.</li> </ul>
<b>Enterprise Architecture Blueprint Modifications</b>	<ul style="list-style-type: none"> <li>• Update blueprints when changes to the systems occur that impact the blueprints</li> <li>• Manage the blueprints through change control process</li> <li>• Maintain currency in the blueprints as system dynamics change</li> </ul>

Figure 6.4-16. Our Approach to Your Key Maintenance Service Offerings.

## Incident Management/Issues Tracking

Our team will use the tracking tool that is provided by the Lot 7 maintenance vendor. We expect to use this tool when issues have been assigned to us, or when assisting the other vendors in the resolution of their specific defects.

For our internal management of our activities, including the tracking of project issues, we will use Deloitte's Project Management Center (PMC). This tool tracks issues based on type, owner, resolution target date, and other important data points that support issue management and resolution. This tool and how we will use it to support project management activities is described in detail in *Section 6.2, Project Management*, of our response.

## Defect Management

When directed, we will assist DPW and the other vendors in the overall management of defects uncovered in maintenance and test. We also understand there could be situations when a defect is assigned to our team; we will use our defect management process to bring the issue to resolution.

We use the defect management tool provided by the Lot 7 vendor to support the primary activities associated with defect management. Incidents and issues determined to be system defects are addressed through the application maintenance process based on severity and prioritization. Information related to business impacts resulting from the defect, system impacts to address the defect, and options on potential work around solutions are captured in the defect management tool and used to discuss with the Department to define the schedule for correction.

We follow our communication processes to work with the Department and other lot vendors to inform the stakeholder community of the progress of defect resolution, and work with the other lot vendors to determine the release schedule and testing of the defect releases.

Finally, our team will address issues with requirements documentation, architecture blueprints, and system design documentation that require changes due to defect management activity.

## Fault Investigation

When required, we will assist in the investigation of a fault. Based on the information provided on the reported incident/issue we perform an initial investigation of the fault, and we engage the Department and/or Lot 7 vendor as appropriate to complete the investigation and establish root cause information. Fault investigation involves close coordination between the Department and other lots vendors the majority of the time and as such we plan to use the defect management tool to drive that activity. This tool provides for the assignment of incidents to defined parties for follow up and we use the reporting features to monitor current assignments and status of follow up activities.

We work with the Department to establish and facilitate meetings with the other lot vendors to review incidents on a regular basis so that fault investigation is completed timely and next steps are appropriately assigned.

## Scheduled Upgrades

We understand that part of the application maintenance process, as defined in the RFP, includes supporting scheduled upgrades. When requested, we work with the Department to evaluate upgrades for system impacts in order to identify changes in the systems blueprints, design, requirements and other documentation is required.

We use the defect management system to capture upgrade activities and impacts. Reporting is used to drive the necessary discussions with the Department and other lot vendors as needed to discuss impacts, determine testing needs, and to establish agreed upon schedules.

Our project management work planning process is leveraged to define the scheduled activities for the upgrades and to manage to the completion of those activities. As part



of overall risk management, we execute a risks/issues process to identify and escalate any risks or issues associated with scheduled or planned upgrades.

## Software Performance

Our team will provide, when requested, support in resolving the defects that come about as a result of the testing phases. Our role will be to work with the teams executing the testing to help with determination of root cause issues and potential requirements/design problems. If a defect is identified, we will assist in the resolution through the defined process.

## Enterprise Architecture Blueprint Modifications




We understand the importance of the Enterprise Architecture Blueprint maintenance and the management of changes to it. Due to its nature, visually representing the hardware DPW applications reside on and how they are connected to each other, it is highly important to keep this document current.



In general, changes and updates to the Enterprise Architecture Blueprint occur during modifications; if during the modification process an update is required, we document this change and submit it to the Department during the work order process. This process is covered within our response to application modifications.

If during maintenance activities and releases a change to the blueprint is required, our architects will update any hardware changes in the document to reflect the changes. This document is then submitted to BIS for their review. We coordinate closely with the Lot 7 maintenance team to provide guidance for these types of changes and validate the blueprint updates.

## Experience and Examples

We worked in close collaboration with DPW to jointly establish the current DPW IT Methodology that includes the SDM, and procedures, artifacts, templates and tools that support the effective implementation of the methodology. The SDM is based on industry standards such as CMMI and ITIL, and is also consistent with Deloitte's internal SDLC and application maintenance methods. We use these methodologies to support more than 1,000 public and private sector projects. Of those, we have selected the four most relevant experience and examples in addition to DPW and the maintenance of its strategic business systems. We summarize these projects in Figure 6.4-17 below.

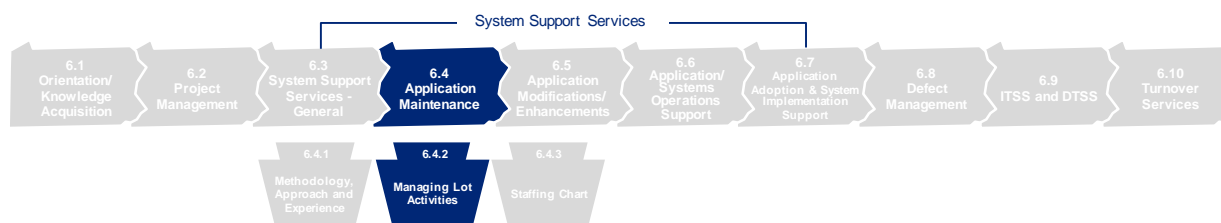
Deloitte Experience Footprint	Example	Deloitte Role in Providing Services Similar to DPW Requirements
<p><b>Commonwealth of Pennsylvania</b></p> 	<p>DPW Strategic Business Systems</p>	<ul style="list-style-type: none"> <li>• We have performed maintenance services specifically in performing detailed impact analysis, technology analysis and reengineering support according to DPW requirements for 10 years across DPW's strategic business systems including iCIS, HCSIS, PACSES and PELICAN, and the more than 200 subsystems within. Application support services including corrective maintenance, adaptive maintenance and perfective maintenance and the sub-components within.</li> <li>• Deloitte has been successful in partnering with DPW to establish a project organization with CMMI Level 3 mature processes and continuous improvement framework.</li> </ul>
<p><b>State of Colorado</b></p> 	<p>Colorado Benefits Management System (CBMS)</p>	<ul style="list-style-type: none"> <li>• Deloitte is currently providing integrated eligibility application maintenance services similar to those required by DPW for the Colorado CBMS case management system. Deloitte was identified as the vendor of choice in Colorado to replace the incumbent vendor and has successfully transitioned and has assumed full responsibility for the application maintenance of CBMS.</li> <li>• We use a Colorado tailored version of Deloitte's SDLC and Application Maintenance methodologies that are consistent with the DPW SDM providing support for software impact analysis and the evaluation needed for performing design and coding changes. We integrate these methodologies within the overall Colorado CBMS Playbook operational framework which is CMMI and ITIL enabled.</li> </ul>
<p><b>State of Texas</b></p> 	<p>Texas Integrated Eligibility Redesign System (TIERS)</p>	<ul style="list-style-type: none"> <li>• After the State removed another prime vendor, the State contracted with Deloitte through a sole source procurement to maintain and support business operations for their large, statewide integrated eligibility system, TIERS.</li> <li>• When Deloitte first received the system from Accenture, it contained 685 defects, 594 open PSRs, 36 active CPMs. We implemented Deloitte's SDLC methodology, which is consistent with the DPW SDM, and extended with Deloitte's Application Maintenance Methods to a mature project organization that was independently assessed at CMMI Level 3 maturity. We conducted detailed analysis of the defects and developed a plan for getting the project back on track and prepare the system for a statewide rollout. Within 2 years, we reduced defect density by 45 percent to 0.36 and improved function points by 86 percent.</li> </ul>

Deloitte Experience Footprint	Example	Deloitte Role in Providing Services Similar to DPW Requirements
<p><b>State of Florida</b></p> 	<p>State of Florida Department of Children and Families</p>	<ul style="list-style-type: none"> <li>• Deloitte transitioned from another in order to maintain and enhance the statewide integrated eligibility system that supports 7,000 workers and administers \$200 million benefits each month (FLORIDA) which is similar in size and complexity to iCIS</li> <li>• We demonstrated experience sharing knowledge across states relative to their new self service system and modernization initiative</li> <li>• Deloitte has experience with a system transformation initiative to construct an innovative case management solution that replaces the legacy system currently supporting Florida’s CSE program (CAMS)</li> <li>• We brought innovation through the use of SAP to automate the various aspects of the business processes supporting child support enforcement including, rule- and case-based decisions, knowledge management, document management, automated and manual population of case data from external sources, workload management, automated scheduling, and reporting</li> </ul>
<p><b>State of West Virginia</b></p> 	<p><b>State of West Virginia</b> Department of Health and Human Resources</p>	<ul style="list-style-type: none"> <li>• We maintain and enhance the integrated eligibility system for SNAP, TANF, MA, and Energy Assistance, which parallels the programs available through iCIS</li> <li>• Deloitte is successfully assisting WVDHHR with the modernization of their eligibility system to newer technologies, just like many of the DPW business applications</li> <li>• Deloitte has demonstrated longstanding client relationship – over 16 years partnership working together to refine and expand WVDHHR programs and technologies</li> </ul>

**Figure 6.4-17. Relevant Experience Demonstrating Success with Application Maintenance Methods.**

## 6.4.2 Managing Lot Activities

PA\_DPW-204a\_4



PA\_DPW-204b\_4

<b>II-3</b>	Page II-3	RFP Reference: II-3. Work Plan
-------------	-----------	--------------------------------

Provide a description of the Offeror's plan and approach for managing the Lot's Required Activities and Tasks.

DPW will continue to need to address, complex changes to DPW's business requirements. Policies become more intertwined leading to a myriad of business variations which are difficult to predict. The systems have developed over the years to support these business scenarios and evolve much like the business requirements they are based upon. As such, the cycle of application maintenance needs to be properly planned and executed to achieve as much efficiency and accuracy as possible. Deloitte and DPW have a long standing relationship and together we have implemented and maintained these mission critical systems for over 10 years. As a result we know your systems and more importantly we know the business that these systems support.

We understand that these systems will continue to change in reaction to business needs, and new enhancements will be added through the application modification process. This emphasizes the criticality of providing maintenance processes which allow for these enhancements to be implemented without disrupting the day to day operations of the user base of these systems. We have performed this activity in the past and we will continue to use our proven processes while continuously monitoring them for improvements.

DPW's business applications are tightly co-mingled both internally and externally with numerous business partner systems. It is critical that general maintenance activities carried out in Lot 6 be managed in coordination with these business partners and designated DPW stakeholders. Thus we approach application maintenance not as a single stand alone task, but as an iterative form of our overall system development methodology. Maintenance incorporates the phases of the SDM, typically repeated at some agreed upon interval in the form of maintenance releases.

---

Lot 6 offeror's primary responsibility in Application Maintenance is to provide the experience to defend against any defect solutions affecting the original system requirements or designs.

For application maintenance of the DPW in scope systems we use DPW's System Development Methodology (SDM) that is consistent with Deloitte's internal SDLC methodology that we have used on more than 2,000 Public Sector IT projects. We understand that the proposed staff for Lot 6 must work in collaboration with the staff from Lot 7 for assisting in change control activities for modification and software/hardware upgrades and for supporting maintenance defect management. This collaboration, along with adherence to the standard SDM, will align the activities carried out with DPW's EA-SOA strategies and technology roadmaps. It is based on a detailed set of processes, tools, and artifacts to support a structured approach to managing application maintenance activities.

The success of maintaining these systems can be attributed to our people, processes and tools that are used consistently and repeatedly. Over the years we have developed, implemented, and continue to refine our methodologies and leading practices that have resulted from supporting DPW initiatives for the past 10 years.

In this section of our proposal, we outline our processes and tools for managing the maintenance activities for DPW's systems, as defined in your RFP for Lot 6.

## Issues, Risks and Proposed Solutions

II

Page  
II-3

RFP Reference: II-3. Work Plan

During this discussion, the Offeror should identify potential issues/risks and proposed solutions.

Risks and issues are a fact of life on any large-scale systems maintenance effort. Identifying known risks as part of initial planning, mitigating risks in a timely manner to avoid having a risk become an issue, and resolving issues are critical in system maintenance.

Managing risks and issues also includes maximizing the results of positive events and minimizing the consequences of adverse events through risk analysis and risk management control. While the above can be addressed by implementing sound processes for issues and risk management, we would like to highlight that having a team with the depth and the breadth of the knowledge of the systems that are being maintained is of prime advantage. This particular aspect of issues and risk management cannot be earned by any set of processes and is only achieved by experience.

Deloitte has been working collaboratively with the Department for many years and as a result has built a wealth of knowledge of the systems and is ready to manage risks and issues from day one. As a testament to that longevity, we have been able to work together to establish a robust issue/risk resolution mechanism and thereby have reduced their overall impacts to you, the end user and the Commonwealth constituency. While our people on the job use these standard set of processes for issues and risk management which are highlighted in *Section 6.2, Project Management*, it is their



understanding of your systems that make them well equipped to deftly handle issues and risks.

Based on this understanding, as well as the lessons learned from our national HHS client and project base that includes those of similar size, scope and complexity to DPW, we provide a list of the most critical issues and risks regarding the application maintenance services on this new contract. These issues transcend the entirety of a SDLC life cycle. We believe that for maintenance focusing on issues that impact the end user, across our SDLC life cycle is important as maintenance issues typically impact the performance and usability of the system to your workers. More than any other phase, maintenance will require coordination between the Lot 6 and Lot 7 providers. More importantly, we propose solutions that reduce or avoid these issues and risks and have incorporated them into our project management approach. We provide a full list of issues, risks and proposed solutions in our *Tab 4, Section 4.3, Issues and Risks*, narrative response.

## Maintenance and Modification Services

Issue/Risk	Deloitte's Mitigation Strategies
<p><b>Ability to Respond to Production Issues</b></p> <ul style="list-style-type: none"> <li>The complexities and interdependence of DPW systems make issues and the impacts intricate and there exists significant potential to develop downstream affects.</li> </ul>	<ul style="list-style-type: none"> <li>The proposed team has the collective experience from 10 plus years working with DPW and is available upon DPW prioritization to assess the impacts and suggest fix approaches to production issues that may arise.</li> <li>Since we understand the complexities and interdependencies between these systems, especially since the Department is moving towards more SOA based applications, we can also help in the technology strategy and impacts of these large initiatives.</li> </ul>
<p><b>Increased level of effort for maintenance and modifications efforts</b></p> <ul style="list-style-type: none"> <li>Significant resources will be required to first learn the application and what it does before it can be repaired. Testing will take significantly longer as a new resource has to determine how to regression test the system to make sure the system is not impaired.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has worked closely with DPW to establish estimation procedures that have provided transparency to DPW and incrementally built trust. We will continue to build on these efforts, and provide estimation for tasks that are specific to the SDM phases for Lot 6 services.</li> </ul>



Issue/Risk	Deloitte's Mitigation Strategies
<p><b>Meeting Critical Milestones Directly Before and After Transition</b></p> <ul style="list-style-type: none"> <li>There are certain program requirements for DPW that must occur timely and at specific points during the year (e.g. COLA mass change, LIHEAP, etc).</li> </ul>	<ul style="list-style-type: none"> <li>We have been side by side with you through many business cycles of these activities and fully understand the critical timelines associated with meeting these milestones. With Deloitte, you can feel confident that these deadlines are understood and will continue be proactively planned for so you can provide the needed services to your constituency.</li> <li>By choosing Deloitte for Lot 6, time can be spent on providing the solution approaches and design that are ready for the Lot 7 vendor, rather than attempting to understand the problem and then constructing a solution.</li> </ul>
<p><b>Lack of Understanding of the Enterprise Applications</b></p> <ul style="list-style-type: none"> <li>At the critical juncture of maturity of the DPW SOA based architecture, a failure in a component due to lack of understanding would have cross program impacts.</li> <li>Also lack of understanding increases the probability of solutions not aligning with the DPW EA.</li> </ul>	<ul style="list-style-type: none"> <li>As the DPW environment becomes more reliant on enterprise level services, it is essential that your Lot 6 vendor understands DPW scope and also embraces your desire to create more business focused services at an enterprise level. Deloitte, as your Lot 6 vendor has shown this capability and will bring this enterprise perspective to DPW.</li> <li>For example, each of the core applications within DPW has an "intake" module. The proposed team can help you evolve an enterprise level service that provides that functionality across your enterprise. This kind of service can have a significant return on investment as you save time and effort not having to reinvent the wheel for each of these applications. You fix/change the service one time – and you are done!</li> </ul>
<p><b>Breadth and Depth of Technology Resources</b></p> <ul style="list-style-type: none"> <li>The DPW technical environment requires not only profound, but broad technology skills that are not readily available in the market.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has proven our ability to bring to the table the technical skill sets required to provide broad technology strategy, feasibility assessments, product (COTS, SaaS and transfer) evaluations, proof of concepts and pilots for your in-scope systems. We will continue to draw from our national Technology practice to provide you with the most current technology skills to keep you in the front of technology changes amongst states.</li> <li>Not only the breadth and depth of the skills that we bring to the table, but the collective number of years we have using them thereby delivering sound relevant experience to DPW.</li> </ul>





Issue/Risk	Deloitte's Mitigation Strategies
<p><b>HHS program experience to support all the program areas served by your enterprise systems</b></p> <ul style="list-style-type: none"> <li>35 years of knowledge of HHS programs, policies, operations, lessons learned and leading practices, cannot be replaced during a 6 month transition period</li> </ul>	<ul style="list-style-type: none"> <li>We have a history of HHS success, and proven track record in bringing HHS thought leadership across numerous states, to include: Massachusetts, California, Colorado, Wisconsin, West Virginia, Alabama, New Hampshire, Delaware, Texas, and Florida.</li> <li>We have the track record and the data to back it up.</li> </ul>
<p><b>Access for Advanced Technology Thinking and Performance</b></p> <ul style="list-style-type: none"> <li>DPW has enjoyed continued access from Deloitte to leading thinking in HHS program and IT transformations.</li> </ul>	<ul style="list-style-type: none"> <li>We have access to nationally recognized practitioners that have program knowledge and currently assist other states and the federal government with establishing and crystallizing new policies and initiatives. We have proven the invaluable insight and knowledge reservoir that we bring to the engagement with a wealth of nationally recognized practitioners such as Wade Horn, Margot Bean, Harry Radegue, and Dr. Paul Keckley.</li> <li>We have published and presented extensively across the nation on many innovative programs and IT trends that may affect not only DPW but also the other states.</li> <li>Because of our access to these resources, Deloitte as the Lot 6 vendor is able to bring insights into how these new or changed initiatives will impact you in your formulation of business models, IT strategy and design.</li> </ul>

**Figure 6.4-18. Maintenance and Modification Issue/Risks and Mitigation Strategies.**

As the architects and engineers of many of the in-scope systems, Deloitte mitigates the risk of DPW spending precious resources on re-engineering each system component as it is enhanced or modified.

## Processes, Tools and Reports

<b>II</b>	Page II-3	RFP Reference: II-3. Work Plan
-----------	--------------	--------------------------------

For each of the Lot's Required Activities and Tasks, describe the processes that will be followed and tools that will be used; describe the reports that will be used to track, monitor work, and measure performance.

Aligning to standard and proven processes removes the unpredictability from performing day to day maintenance activities for systems that support critical business functions of the Department. We have used these processes, tools and reports in the past with DPW and have refined them over time to adapt to the changing needs and growing infrastructure landscape of DPW. We recognize that DPW will standardize on use of tools across Lot 6 and Lot 7 vendors. To be responsive to the RFP requirements, below we highlight the high level processes, tools and reports that are used to manage the three key maintenance activities as requested in the application maintenance services and as applicable to our understanding of the Lot 6 responsibilities. The reports included in this section are the types of reports that we need to have available regularly in order to effectively perform Lot 6 maintenance responsibilities but are the

responsibility of the Lot 7 maintenance team to produce. We work closely with DPW to confirm the reports that are needed to support coordinated maintenance activities so that the Lot 7 maintenance team can produce them as required.

### **Corrective Maintenance – Resolving the Problems**

The activities associated with this form of maintenance are primarily the responsibility of the Lot 7 maintenance team. Based on your RFP, as your Lot 6 vendor, we will support the Lot 7 team with problem resolution. The processes and tools described below are those that we would expect to see as part of the Lot 7 activities however, we have capabilities with these processes and tools and will support them as prioritized by DPW.

Process	Tools	Reports
<b>Service Level Management</b>	ATS	Incident Notices
	Microsoft Office Tools	Incident Reports
	Sightline	Daily Batch Report
	PMC	Health Check report
<b>Defect Management</b>	ATS	Defect Management Summary Report
	Microsoft Office Tools	
	Microsoft Visual Studio.NET 2008	
	Project Management Center	
	FxCop	
	Benthic	

**Figure 6.4-19. Corrective Maintenance Processes, Tools and Reports.**

We have capability with these processes and tools in order to effectively support the Lot 7 maintenance team as requested by DPW.

### **Corrective Maintenance Processes**

**Service Level Management.** The service level management process and activities will be the responsibility of Lot 7, but we are available to assist at DPW request.

**Defect Management.** Defects identified as a result of an incident or user reported errors, are the responsibility of the Lot 7 maintenance team. We are available to support investigation and recommend work around or resolution approaches in alignment with EA-SOA strategies as prioritized by DPW.

### **Corrective Maintenance Reports**

**Incident Notices.** Incident Notices are sent to the application team and any other pre-identified group of individuals, by the Lot 7 team, to communicate events which affect the test or production environments, and the impact to the application. As your Lot 6 vendor, we would expect to be included on the distribution list of the notices so that we are familiar with the background of an issue should we be asked by DPW to assist.

**Incident Report.** The Incident Report is a consolidated distribution of Incident Notices that would be distributed at regular intervals. The generation of this report is the



responsibility of the Lot 7 team. We contribute to the information used in this report if we are assisting with any incidents as directed by DPW.

**Daily Batch Report.** The Daily Batch Report is a daily summary of production batch jobs that reported an error or did not complete successfully during the execution window. The Lot 7 team is responsible for the creation and distribution of this report.

**Health Check Report.** The Health Check Report is produced each business day by the Lot 7 team and provides a summary of the Application and Infrastructure health checks, which test for the successful completion of application test scenarios and the availability of infrastructure systems and components which support the production environment. In case of any of these test scenarios fail to complete successfully, we are available to assist with fault investigation as requested by DPW.

**Defect Management (DM) Summary Report.** The Defect Management Summary Report displays defects identified in the reporting period and the defects that were prioritized and implemented in production. The generation of this report is the responsibility of the Lot 7 team. We contribute to the information used in this report if we are assisting with any defects as directed by DPW.

### ***Adaptive Maintenance – Adapting to Changes in the Environment***

Adaptive maintenance consists of processes to keep a software system usable in a changed or changing environment. Various processes contribute towards adaptive maintenance and based on the RFP, these processes fall within the Lot 7 responsibility area however there are some processes that are also applicable to the defined Lot 6 responsibilities as noted below. A list of these processes, the tools used and the reports generated are listed in the figure below.

Process	Tools	Reports
Performance Management	<ul style="list-style-type: none"> <li>• HP Performance Center</li> <li>• Sightline</li> </ul>	<ul style="list-style-type: none"> <li>• Load Testing Analysis Report</li> </ul>
Release Management	<ul style="list-style-type: none"> <li>• ATS</li> <li>• Microsoft Office Tools</li> <li>• Microsoft Visual Studio.NET 2008</li> <li>• Microsoft Team Foundation Server</li> <li>• Microsoft Visual Source Safe</li> <li>• FxCop</li> <li>• Benthic</li> </ul>	<ul style="list-style-type: none"> <li>• Scenario and PCR Tracking Report</li> <li>• Integration and Acceptance Testing Completion Report</li> <li>• Production Readiness Report</li> </ul>

Process	Tools	Reports
Configuration Management	<ul style="list-style-type: none"> <li>• ATS</li> <li>• ATMS</li> <li>• Microsoft Visual Studio.NET 2008</li> <li>• Microsoft Visual Source Safe</li> <li>• Microsoft Team Foundation Server</li> <li>• Microsoft Office Tools</li> <li>• Benthic</li> </ul>	<ul style="list-style-type: none"> <li>• Production Deployment Schedule</li> </ul>
Software Upgrade/Patch Management	<ul style="list-style-type: none"> <li>• ATS</li> <li>• Microsoft Office Tools</li> <li>• Microsoft Visual Studio.NET 2008</li> <li>• Microsoft Team Foundation Server</li> <li>• Microsoft Visual Source Safe</li> <li>• FxCop</li> <li>• Benthic</li> </ul>	<ul style="list-style-type: none"> <li>• Same as Release Management</li> </ul>

**Figure 6.4-20. Adaptive Maintenance Processes, Tools and Reports.**

A combination of processes, tools and reports to maintain the usability of an ever changing system environment.

## **Adaptive Maintenance Processes**

**Performance Management.** In this process the Lot 7 team conducts activities related to performance testing. The DPW systems cater to a large and ever growing user base so supporting that the systems perform gracefully is critical. We have the experience of designing, conducting and analyzing load tests on large and complex enterprise systems including the ones addressed in this proposal. We use this experience and knowledge to provide assessments or guidance to DPW and the Lot 7 team as directed by DPW. Based on the analysis of the testing results, we suggest resolution options if required to address any performance issues highlighted in the test results.

**Release Management.** This process is the responsibility of the Lot 7 team however, our team has the ability to support this function if required.

**Configuration Management.** Configuration management is a structured process to track code changes, who made the changes, why were the changes made, and when to promote the changes to the various environments. This process is a responsibility of the Lot 7 team and is critical in an application with thousands of code components in a distributed environment.

**Software Upgrade/Patch Management.** DPW applications are designed and based on a combination of a number of different software and other system components. As a result it is imperative that version upgrades and any manufacturer issued patches for these software products be applied on a timely basis to determine that the products operate as expected. These changes are driven by a variety of sources, including

upgrades to COTS (COTS) products, upgrades and patches to the operating systems, or hardware platform changes. As changes occur in the technical landscape, Deloitte works with DPW to analyze impacts to the applications and to suggest implementation approaches. This may include testing support, feasibility studies and other prioritized work, depending on the size and scope of the version upgrade. If the software upgrade creates a significant demand for resources it may have to be prioritized as an application modification.

### ***Adaptive Maintenance Reports***

**Load Test Analysis Reports.** The Load Test Analysis Report is the output of the load testing tool. This report is produced by the Lot 7 team who is responsible for conducting the test and reporting on the results. We assist DPW, as prioritized by DPW, in identifying performance anomalies and providing guidance to the Lot 7 team for addressing any anomalies.

**Scenario and PCR Tracking Report.** The Scenario and PCR Tracking Report provides a summary of the test scenarios and defects related to a particular maintenance release bundle. This report is produced by the Lot 7 team.

**Integration and Acceptance Testing Completion Report.** These Testing Completion reports are the responsibility of the Lot 7 team.

**Production Readiness Report.** The Production Readiness Report is a document presented to the BIS Change Management Board along with an Application Implementation Request (AIR). The document contains an overview of the AIR's approval, the number of web, batch and database objects to be deployed. This report is used by the BIS QA team to support the approval of the AIR for the release to be deployed into production. It is the responsibility of the Lot 7 maintenance team to create this report for maintenance releases.

**Production Deployment Schedule.** The Production Deployment Schedule Report is a document that displays the upcoming production deployments per application along with the groups participating in the deployment. These include Lot 7 and BIS teams and is produced by the Lot 7 team.

### ***Preventative Maintenance – Avoiding Problems***

Preventative maintenance consists of activities related to proactively monitoring the system behavior and the software products used to take timely actions before an incident occurs. As defined in your RFP for Lot 6 responsibilities, these are maintenance activities that we will assist with as requested by DPW.

A few examples of the processes involved in preventative maintenance are listed in the figure below.

Process	Tools	Reports
Security Vulnerability Testing	HP WebInspect Microsoft Office Tools	Security Vulnerability Testing Report
Performance Monitoring and Tuning	HP Performance Center Oracle Diagnostics Pack	Database Utilization Report

**Figure 6.4-21. Preventative Maintenance Processes, Tools and Reports.**

A combination of processes tools and reports to proactively monitor performance and proactively identify potential issues

## Preventative Maintenance Processes

**Security Vulnerability Testing.** Enterprise web applications worldwide are susceptible to malicious attacks and it is extremely critical that any security vulnerabilities be identified and fixed so that sensitive data is not compromised. We have been conducting security vulnerability studies on DPW’s systems in the past and will use this knowledge to assist, as prioritized by DPW, in the resolution of any security vulnerabilities that are identified during Lot 7 team security testing. We expect that the Lot 7 team would use the tools identified above to identify and fix any potential security holes to align with DPW Security Vulnerability Scanning Standard (STD-ENSS020) and Commonwealth Information Technology Bulletin (ITB), ITB-SEC005 – Commonwealth Application Certification and Accreditation, CA(2), policy. We have capabilities with these tools to assist in vulnerability isolation and resolution should DPW request is to do so.

**Performance Monitoring and Tuning.** It is a Lot 7 responsibility to actively monitor the performance of the database to identify any memory utilization or disk space capacity limits before they become an issue which might bring interruptions in the regular operations of the system. Lot 7 and BIS database administrators report any performance issues and Lot 7 manages the resolution activities. We are familiar with these tools and will assist in the analysis and resolution activities, at DPW’s request.

## Preventative Maintenance Reports

**Security Vulnerability Testing Report.** The Security Vulnerability Testing Report describes the identified security vulnerability and associated details. It should also provide the suggested vulnerability mitigation based on the root cause analysis. We support this analysis and resolution identification as requested by DPW and in those instances we contribute to the information for this report that is produced by the Lot 7 team.

**Database Utilization Report.** The Database Utilization Report provides the disk capacity and storage space consumed, and is used to both monitor the system utilization, and to plan for needed capacity increases. It is created by the Lot 7 team and we use the report to assist in analysis of identified issues and resolution options as requested by DPW.



Instance	Owner	Segment	Type	Tablespace	Bytes
MCIP	WLM	T_WI_CAT_ACTV_TRANS	TABLE	WLM_DATA	1409286144
MCIP	WLM	T_WI_CAT_TRANS	TABLE	WLM_DATA	768606208
MCIP	WLM	T_WI_CAT_NOTES_TRANS	TABLE	WLM_DATA	338690048
MCIP	WLM	T_WI_CAT_ACTV_ASGMT_TRANS	TABLE	WLM_DATA	1026555904
MCIP	WLM	T_STAFF	TABLE	WLM_DATA	1048576
MCIP	WLM	PK_T_WI_CAT_NOTES_TRANS	INDEX	WLM_IDX	54525952
MCIP	WLM	PK_T_WI_CAT_TRANS	INDEX	WLM_IDX	126877696
MCIP	WLM	PK_T_WI_CAT_ACTV_TRANS	INDEX	WLM_IDX	499122176
MCIP	WLM	PK_T_WI_CAT_ACTV_ASGMT_TRANS	INDEX	WLM_IDX	255852544
MCIP	WLM	PK_T_STAFF	INDEX	WLM_IDX	1048576

PA\_DPW-801

**Figure 6.4-22. Database Utilization Report.**  
The report provides details of database disk space utilization.

## Management Controls, Communication, and Evaluation

<b>II</b>	Page II-3	RFP Reference: II-3. Work Plan
-----------	--------------	--------------------------------

Describe the management controls that will be used to identify and manage risk, maintain project schedules, ensure the quality of the work, and meet all of the performance expectations. Based on its experience, the Offeror should include a discussion of its formal and informal communication processes within a project of this nature. The Offeror should also address its approach to internally monitoring and evaluating its effectiveness in meeting the RFP requirements for the Lot throughout the course of the contract.

Management controls, formal and informal communications processes, and monitoring and evaluating ongoing effectiveness are managerial functions that we use to effectively assist in maintenance activities and support alignment with DPW technology standards and strategic direction. These functions on a project of this nature include planning, organization, staffing and directing of work to minimize deviation from standards and to achieve the stated goals of the organization. We establish controls by setting standards and based on these internal controls, measure and evaluate actual performance against these goals. Communication processes, internal and external to the project organization, are the means for facilitating these control mechanisms and the resulting corrective actions.

The following figure focuses on the management controls that are typically found on a project: Planning, Organizing, Staffing, Directing, Communicating and Evaluating:

Management Control Process	Deloitte Approach
<b>Plan</b>	<ul style="list-style-type: none"> <li>• Establish upgrade priorities</li> <li>• Identify resource needs</li> <li>• Determine Release Schedule</li> <li>• Plan for provision of assistance/support as prioritized</li> </ul>
<b>Organize</b>	<ul style="list-style-type: none"> <li>• Define scheduled activities</li> <li>• Allocate work to teams</li> <li>• Define roles and responsibilities</li> </ul>



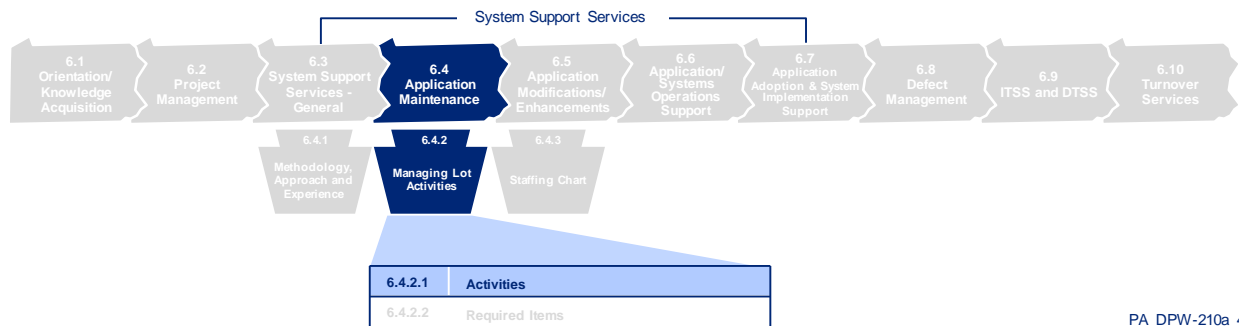
Management Control Process	Deloitte Approach
<b>Staff</b>	<ul style="list-style-type: none"> <li>• Acquire resources from shared services pool</li> <li>• Identify maintenance release lead(s) for accountability</li> <li>• Identify client and DTS resources</li> </ul>
<b>Direct</b>	<ul style="list-style-type: none"> <li>• Conduct weekly team meetings</li> <li>• Review status of tasks and activities</li> <li>• Take corrective action as required</li> </ul>
<b>Communicate</b>	<ul style="list-style-type: none"> <li>• Attend PFM/PM meetings</li> <li>• Engage program offices through governance meetings</li> <li>• Facilitate communication with other Lots</li> </ul>
<b>Evaluate</b>	<ul style="list-style-type: none"> <li>• Review actual vs. estimated</li> <li>• Evaluate and adjust resource plan</li> </ul>

**Figure 6.4-23. Management Control Processes Used on Our DPW projects.**

Maintenance of large enterprise systems such as the applications managed by DPW require continuous communication between the involved staff members and in DPW’s case it is across your program areas, system owners, BIS and the Lot 6 and Lot 7 teams. The formal communication plan is formulated and approved at the onset and we continue to refine the plan as needed.

However, we also recognize that within an organization as large as DPW and project teams of the scale we provide, there is ample opportunity for development of informal communications channels. Informal communications allow for the development of relationships between staff members, DPW resources, and program teams and serve as vehicles for disseminating information in an effective and timely fashion. The informal communication channels have added significant value to DPW for the delivery of services under the Strategic Systems Contract. This was enabled by one vendor performing each of the tasks in the SDLC. These informal communication channels become a challenge in a multi-vendor environment since vendors are not co-located and the opportunities for information sharing are minimized.

## 6.4.2.1 Activities



PA\_DPW-210a\_4

## Application Maintenance Services for the Lot #6 Offeror

IV

Page  
IV-339

RFP Reference: 2.2 Application Maintenance Services for Lot #6 Offeror

The selected Offeror for **Lot #6** may be called upon to assist as required in incident resolution as well as corrective, adaptive, and preventive software maintenance activities for all of the in-scope systems.

As the Lot 6 Offeror, we understand that we may be called upon to assist as required in incident resolution as well as corrective, adaptive and preventive software maintenance activities for all of the in-scope systems.

We have provided our response to the required software maintenance activities including the processes for corrective, adaptive and preventive software maintenance earlier in this section. Please refer to the *Processes, Tools and Reports* section within 6.4.2, *Managing Lot Activities*.

## Characterization of Maintenance-Related Work

IV

Page  
IV-339

RFP Reference: 2.2 Application Maintenance Services for Lot #6 Offeror

It is the Department's expectation that all maintenance tasks and requirements shall be accomplished under the terms of the contract for work authorizations and approvals, cost methodology, billing/invoicing, staff time, payments, documentation support, and any other related support. Ongoing changes, corrections, or enhancements to the system will be characterized as either maintenance-related or as a modification effort. Maintenance will result from a determination by the Department or by the Offeror of **Lot #7** that a defect exists within the in-scope systems, including deficiencies found after implementation of modifications incorporated into the respective systems in live production environments. Software maintenance services can also include adapting software to a changed technical environment (e.g., architecture, technology upgrades, application upgrades, or platform migrations) or changed business requirements.

Deloitte understands the importance of well defined project and contract management procedures. We have worked closely with DPW as part of the existing contract to establish processes that closely track work authorizations through the work order process, cost methodology through our HLE estimation process, and billing, invoicing, staff time and payments through our WO completion and invoicing processes. These processes are well formed and aid both Deloitte and DPW in obtaining the proper approvals before commencing work, and tracking that work through to completion. Deloitte brings the same structured approach to contract management, project



management, and documentation to the new Lot structure and will continue to work collaboratively with DPW to execute these processes.

In addition, we understand that the Lot 7 vendor in conjunction with DPW has the primary responsibility for determining whether a change to the systems is indeed a defect. When agreed upon with DPW, Deloitte as the Lot 6 offeror is prepared to bring our business expertise and understanding of the DPW systems and architecture to assist in this determination.

## Lot 6 Offeror Responsibilities

<b>IV</b>	Page <b>IV-339</b>	RFP Reference: 2.2 Application Maintenance Services for Lot #6 Offeror
-----------	-----------------------	--

The Offeror for **Lot #6** is responsible for provided assistance to evaluate and/or validate systems performance anomalies, evaluate changes to EA-SOA platform architectures, and review systems capacity and performance test results on a needs be basis and provide recommendations to improve performance or mitigate potential security threats. This includes providing recommendations for upgrading technologies, re-architecting application (i.e., security, interface, and database components), or adding hardware and telecommunication capabilities. In addition, the Offeror of **Lot #6** will assist in the change control process to ensure maintenance and modification activities are in alignment with EA-SOA strategies and technology roadmaps. Changes to the application components as a result of maintenance and modification activities must be reflected in the Enterprise Architecture Blueprint document (if applicable).

We provide a detailed response to each of these requirements within the *General Maintenance Activities* response located later in this section. We have summarized our response to these requirements and identified the location of our detailed response in the following table:

Lot 6 Offeror Maintenance Requirements	Deloitte Meets DPW Maintenance Requirements
Provide assistance to evaluate and/or validate systems performance anomalies.	<ul style="list-style-type: none"> <li>We evaluate system performance and provide recommendations to the Lot 7 maintenance team for improving performance.</li> <li>Please refer to our detailed response under the <i>Necessary Activities to Meeting DPW Business and System Requirements</i> header later in this section.</li> </ul>
Evaluate changes to EA-SOA platform architectures.	<ul style="list-style-type: none"> <li>We evaluate changes to EA-SOA platform architectures.</li> <li>Please refer to our detailed response under the <i>Change Control Process Alignment with EA-SOA</i> header later in this section.</li> </ul>
Review systems capacity and performance test results on a needs-be basis and provide recommendations to improve performance or mitigate potential security threats.	<ul style="list-style-type: none"> <li>Based on request and prioritization from the Department, we assess issues and provide recommendations to support issue resolution.</li> <li>Please refer to our detailed response under the <i>Isolation and Resolution of Security and Performance Issues</i> header later in this section.</li> </ul>

Lot 6 Offeror Maintenance Requirements	Deloitte Meets DPW Maintenance Requirements
<p>Provide recommendations for upgrading technologies, re-architecting application (i.e., security, interface, and database components), or adding hardware and telecommunication capabilities.</p>	<ul style="list-style-type: none"> <li>• We provide assessments and recommendations for technology upgrades including the timing for such upgrades.</li> <li>• Please refer to our detailed response under the <i>Assessments and Guidance – Platforms, Software, Operating Systems, Hardware, Platform Technologies</i> header later in this section.</li> </ul>
<p>Assist in the change control process to ensure maintenance and modification activities are in alignment with EA-SOA strategies and technology roadmaps.</p>	<ul style="list-style-type: none"> <li>• We maintain the application blueprint documentation, review design documentation and support completion of the Architecture Review Board Compliance Checklist.</li> <li>• Please refer to our detailed response under the <i>Change Control Process Alignment with EA-SOA</i> header later in this section.</li> </ul>
<p>Changes to the application components as a result of maintenance and modification activities must be reflected in the Enterprise Architecture Blueprint document (if applicable).</p>	<ul style="list-style-type: none"> <li>• If during maintenance activities and releases a change to the blueprint is required, our architects will update any hardware changes in the document to reflect the changes. This document is then submitted to BIS for their review. We coordinate closely with the Lot 7 maintenance team to provide guidance for these types of changes and validate the blueprint updates.</li> <li>• Please refer to our detailed response under the <i>Updates to Enterprise Architecture Blueprint Document</i> header later in this section.</li> </ul>

Figure 6.4-24. As the Lot 6 Offeror, Deloitte meets DPW maintenance requirements.

## Defects Management

IV	Page IV-340	RFP Reference: 2.2.1 Defects Management
----	----------------	---

The Offeror for **Lot #6** is expected to coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) regarding application maintenance defects and address emergency situations that must be resolved immediately. Defects will be deemed to be an emergency when normal business operations and processing is interrupted or stopped, or there are other significant errors in processing (i.e., Defect Severity Level 1: Fatal or Level 2: Major). Reference the defect management paragraph in Systems Support Services General; Section D 1, and Defects Management and Reporting Guideline Document in **Appendix BBB**.

The Offeror of **Lot #6** shall assist, provide input, and coordinate with the selected Offeror of **Lot # 7** (if required) to facilitate reconciliation, create collaborative responses, or formulate Corrective Action Plans (CAP) within the specified timeframes for emergency and non-emergency defect issues.

For other defects, the selected Offeror of **Lot #6** may be required, as determined by the Department, to submit a Corrective Action Plan (CAP), including a plan for the reconciliation of the defect within five (5) working days, of discovery or receipt of a deficiency notification from the Department. The Department's staff will review and approve or return the CAP to the Offeror for modification within five (5) working days, The Offeror shall correct the deficiency within thirty (30) working days unless the DPW Contract Administrator or delegate has granted an extension of the period of time necessary to cure the deficiency. The actual reconciliation must occur within sixty (60) working days, unless otherwise directed by the Department.

These requirements are included in our overall defect management approach. Please refer to *Section 8.8, Defect Management* for our response to these requirements.

## General Maintenance Activities

IV

Page  
IV-340

RFP Reference: 2.2.2 General Maintenance Activities

The various types of general maintenance support expected to be performed by the Offeror for the in-scope applications include:

Application maintenance functions provide a wide variety of foundational support for mission critical DPW strategic business systems. With over 27 business applications that require high availability to provide critical services for the citizens of Pennsylvania, effectively managing application maintenance activities is essential. General maintenance activities provide the foundation by which the effective operation and growth of applications can be supported. It is important to engage an experienced systems integrator who both understands your applications and provides a solid approach to completion of maintenance tasks.

Technology is changing at a rapid pace. For this reason, it is important to think strategically about how to properly monitor and maintain application architectures. Tough decisions must be made that weigh the ease of developing an application by adopting a new technology against the challenges of performing architecture maintenance on an application when a technology falls out of support. Thinking strategically about architecture upgrades helps to reduce the number of application architecture changes that might be required as the result of evolving technologies.

Our approach to general maintenance tasks is integrated within our overall blended methodology, with the foundational concepts of CMMI, ITIL and ePMM at the center, with a focus on supporting and optimizing in scope applications. In the sections that follow, we document our approach for meeting DPW requirements for supporting general maintenance activities. While we provide a description of the services we are very qualified to provide as they relate to application maintenance, we understand that the DPW has the sole authority to determine resource levels, set priorities, and direct the Lot 6 offeror to provide the described services.

### ***Necessary Activities to Meeting DPW Business and System Requirements***

IV

Page  
IV-341

RFP Reference: 2.2.2 General Maintenance Activities

The various types of general maintenance support expected to be performed by the Offeror of Lot #6 for the in-scope applications include:

- Activities necessary to modify the system to meet ongoing DPW business and systems requirements

The Department of Public Welfare is the largest Department in the Commonwealth of Pennsylvania. As a result, the business needs of DPW are expanding more rapidly than most other departments. This also means that it has one of the largest architectures and infrastructures in the Commonwealth, both of which need to expand along with advancing business requirements.

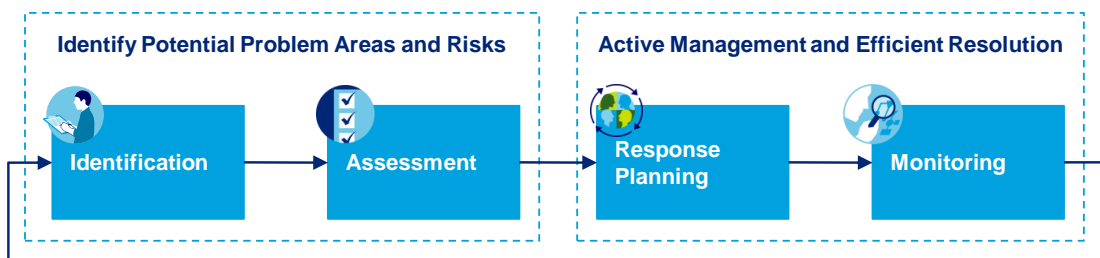
We understand that the Lot 6 responsibilities revolve primarily around advising and assisting, when prioritized by DPW, the Lot 7 team to support coordination between maintenance and modification activities, alignment with standards and technology strategies or roadmaps, impact analysis for upgrades, and investigation and resolution analysis for anomalies and defects. It is the responsibilities of the Lot 7 team to manage and complete the activities necessary to make system modifications.

With that understanding we define the Lot 6 activities needed to maintain the systems to meet ongoing DPW business and system requirements as follows:

- Assist with identification of an upgrade, architecture update, production anomalies, or application defects that may impact the systems
- Support assessments and provide guidance around impacts, implementation approaches, and resolution options
- Assist with other maintenance and operations activities, specifically defect management and disaster recovery, as prioritized by DPW

Based on those activities and the essential nature of them in supporting your organization’s ability to continue to stay ahead of the curve nationally and deliver the services that these systems provide, you require a Lot 6 offeror that not only knows what your Enterprise and Service Oriented goals and strategies are but one that also understands the intricacies and interdependencies of your applications and has proficiency in your programs. It is this combination of knowledge and experiences that you need to continue to evolve technically while maintaining service delivery and being flexible and responsive to incorporating changes in business requirements.

The figure below documents our approach to supporting DPW and the Lot 7 provider in meeting ongoing DPW business and systems requirements. These tasks can be provided by Deloitte as your Lot 6 vendor based upon DPW request and prioritization.



PA\_DPW-473

**Figure 6.4-25. Architecture Tasks to Meeting Requirements.**

A standardized approach to follow for supporting application maintenance provides efficiency and coverage.

### Identifying and Assessing Expanding Requirements

The first activity included to support meeting expanding business and system requirements includes architectural review of applicable maintenance defects. When reviewing these PCRs, typically in conjunction with the maintenance team track lead,



our architects provide suggestions on how to accomplish the goals of the defect in the most technically effective way. For example, they might suggest creating a new table instead of a new column to support a new business requirement if the track lead believes the business area of defect they are working on will expand in the future. Architects might also suggest adding additional defect that address alignment with standards compliance expectations if a section of code is being tested anyway for a functional change. They might also provide insight on how to accomplish a business requirement using a new technology that can more efficiently accomplish the business requirement.

We actively monitor the larger technology environment so we can recommend technology upgrades or updates that DPW can consider to continue to evolve towards service oriented architectures and to stay on current supported products and platforms. By coordinating with BIS, the modifications teams, the Lot 7 team, and the other lot vendors, we support an analysis of impacts and considerations to be incorporated into the planning process.

### **Planning to Meet Business and System Requirements**

Capacity planning is vital to the success of system architecture and infrastructure that is expanding. Our architects work with the Lot 7 maintenance teams on a quarterly basis to understand the changes to DPW infrastructure that are required to support business requirement changes in maintenance. This information is then documented in a capacity plan and sent to BIS for their review. Understanding defect changes also helps our architects make recommendations on how to architect the change in a way that minimizes the impact to DPW infrastructure where possible.

For technology and product upgrades, we incorporate the impact analysis and considerations for the upgrade when coordinating with the DPW stakeholders, the modifications teams, the Lot 7 maintenance team, and the other lot vendors as needed to define upgrade activities and schedule.

### **Monitoring Compliance with Business and System Requirements**

By reviewing the maintenance and operations reports that the Lot 7 maintenance team will produce, we monitor defect information related to requirements as they progress through the maintenance software development life cycle and into production. Because meeting system response time requirements often requires an understanding of the application from database to screen, our architects review and provide suggestions to the Lot 7 maintenance team for improving performance in the applications. Additionally, if a load test is performed with a maintenance performance fix our architect reviews the results of the test and provides suggestions for improving performance to meet system requirements.

We also monitor production operations reports to assist with identification of performance anomalies or other indicators that may identify an issue with compliance to requirements or impacts to meeting business needs. This regular monitoring is used to



identify issues that need to be addressed but it also provides us with information to incorporate into continuous process improvement.

### Specific Considerations for Meeting Expanding Requirements

The table below displays examples of some key considerations for meeting expanding DPW requirements.

DPW Application	Deloitte's Approach Addresses New Requirements In a Level of effort Effective Way
<b>iCIS</b>	<ul style="list-style-type: none"> <li>Implementation of COMPASS.NET project using RIA technologies has resulted in enhanced user experience and significant decrease in server utilization</li> <li>Standardized implementation of OpenTI, MSMQ, service gateway and other common frameworks has accelerated application development activities</li> <li>iCIS Release 17.0 provided first implementation of Corticon service to decouple business rule execution from application processing. This approach enabled users to update business rules with minimal or no impact on the iCIS application.</li> </ul>
<b>PACSES</b>	<ul style="list-style-type: none"> <li>Built PIM using the latest .NET technologies available.</li> <li>Choose not to do .NET upgrade of webPACSES application.</li> <li>Brought over PACSES Diaries in PIM I so same table did not have to be re-architected in PIM II</li> </ul>
<b>HCSIS</b>	<ul style="list-style-type: none"> <li>EIM is being designed with the latest .NET technologies including ASP.NET 4.0, Visual Studio 2010, Windows Workflow and Silverlight</li> <li>HCSIS modules are designed for incorporating multiple Program Offices over time</li> <li>COM components are converted over to .NET as they need to be modified to incorporate additional functionality</li> </ul>
<b>PELICAN</b>	<ul style="list-style-type: none"> <li>The PELICAN provider certification module is designed to incorporate additional program office needs such as Office of Developmental Programs</li> <li>The Early Learning Network (ELN) architecture is services oriented and designed using a reference table driven approach for the program office to expand programs based on policy needs, such that implementation will not require full SDLC deployment</li> <li>COM components are converted over to .NET as they need to be modified to incorporate additional functionality</li> </ul>
<b>Child Welfare</b>	<ul style="list-style-type: none"> <li>Complete transition to established DPW technologies (e.g., .NET, SQL Server 2008) to better enable the use of shared resources.</li> <li>Increase the ability to automate the integration of data across applications and the synchronization of data between disparate, standalone systems.</li> </ul>
<b>Enterprise Services</b>	<ul style="list-style-type: none"> <li>New requirements are evaluated against the existing Enterprise Services to identify opportunities for reusing existing services, or for the creation of new services. Recent services include Provider Search and Enterprise Rate Services.</li> </ul>

Figure 6.4-26. Deloitte's Approach Addresses New Requirements In a Level of effort Effective Way.

## Change Control Process Alignment with EA-SOA

IV

Page  
IV-341

RFP Reference: 2.2.2 General Maintenance Activities

The various types of general maintenance support expected to be performed by the Offeror of Lot #6 for the in-scope applications include:

- Assist in the change control process to ensure maintenance and modification activities are in alignment with EA-SOA strategies and technology roadmaps

DPW's EA Reference Models are critical enablers for DPW to align technical strategies across applications. This alignment improves citizen services, promotes collaboration across agencies, and reduces maintenance efforts over time. We have experience working with these models and knowledge of the current application of technical strategies. It is this knowledge and experience that we apply to the change control process to support coordination between modification and maintenance activities.

### Documenting Alignment with SOA and Technology Strategies

The key to successfully aligning application changes with larger technology strategies is to have architects work with applications teams in the design phase. When application teams are well informed of overarching strategies in design they can plan, estimate, and execute alignment activities.

There are several ways in which we support alignment early in the processes.

- We maintain the application architecture blueprint documentation. This documentation is used by the development teams for application modifications but is also an important reference document for the application maintenance teams as they define solutions for resolving defects.
- Our architects review design documentation as needed to evaluate alignment with existing technology strategies and recommend changes should there be deviations.
- We work with the lot 7 application maintenance team to review the Application Life cycle Management (ALM) Dashboard documentation once an application is in DSD. This document highlights areas in which applications are not in compliance with technology strategies.
- In ARB 2 meetings, architects work with the application team to complete an Architecture Review Board Compliance Checklist. This checklist documents change control compliance against SOA and Technology strategies as well as other DPW standards.

Although early involvement is important when enacting SOA and Technology Strategy compliance, monitoring is also important. For this reason, in required ARB 4 sessions, our architects work with the application team to update the Architecture Review Board Compliance Checklist. This documents that alignment has remained the same between design and the end of testing. If changes have occurred, explanations are provided as to why, and deviations must be approved by BIS before the change can move to Production.

## Specific Considerations for Aligning With Technology Strategies

The table below displays examples of some key considerations for aligning with DPW Technology Strategies.

DPW Application	Deloitte's Aligns with DPW Technology Strategies
<b>iCIS</b>	<ul style="list-style-type: none"> <li>• iCIS development initiatives (e.g. LIHEAP, CHIPRA, COMPASS.NET and Incremental Renewal etc.) use SOA based design and implementation approach</li> <li>• iCIS utilizes enterprise services including FSWS, MCI, MPI, Correspondence and Corticon Rule Engine.</li> <li>• In addition to SiteMinder security, iCIS application implements data access rules and fine grained access to protect information.</li> <li>• iCIS application releases are tested for accessibility using AccVerify prior to production deployment</li> </ul>
<b>PACSES</b>	<ul style="list-style-type: none"> <li>• Recently started using FSWS in the PIM application.</li> <li>• Has help pioneer advances in DPW's technology strategy including the use of Windows Presentation Foundation (WPF).</li> </ul>
<b>HCSIS</b>	<ul style="list-style-type: none"> <li>• Enterprise Incident Management (EIM) is being designed to use Corticon Business Rules Engine.</li> <li>• EIM design also includes functionality which allows users to configure the data collection needs thus reducing the need for application modifications.</li> <li>• HIPAA 5010 Remediation Work Order will use BizTalk 2009 for producing 837P files in the 5010 format</li> <li>• HCSIS is the process of enhancing its Individual Modules to use MCI.NET services</li> </ul>
<b>PELICAN</b>	<ul style="list-style-type: none"> <li>• PELICAN is aligned to use MCI.NET services</li> <li>• Application is in the process of enhancing its security module to use features of fine grained access for efficiency gain considerations</li> <li>• Application design is incorporating SOA architecture to offer extensibility</li> </ul>
<b>Child Welfare</b>	<ul style="list-style-type: none"> <li>• Continue the adoption and use of DPW enterprise services such as MCI for new and emerging requirements, or to improve existing services.</li> </ul>
<b>Enterprise Services</b>	<ul style="list-style-type: none"> <li>• Master Client Index (MCI) enterprise service was revamped in 2009 with a technology as well as a notification enhancement</li> <li>• Corticon Decision Services allows applications to deploy business specific rules to the service and then invoke these rules through a web service interface.</li> </ul>

Figure 6.4-27. Deloitte's Aligns with DPW Technology Strategies.

## Updates to Enterprise Architecture Blueprint Document

IV

Page  
IV-341

RFP Reference: 2.2.2 General Maintenance Activities

The various types of general maintenance support expected to be performed by the Offeror of Lot #6 for the in-scope applications include:

- Update Enterprise Architecture Blueprint document as a result of maintenance and modification activities (if applicable); Reference **Appendix GGG**.

The Enterprise Architecture Blueprint visually represents the hardware DPW applications reside on and how they are connected to each other. Enterprise Architecture Blueprint documents are a required deliverable as part of a work order. Updates to the Enterprise Architecture Blueprint are common when performing modifications because often modifications often require additional horsepower or a new interface to get new information. If Enterprise Architecture Blueprints required updates during a modification, we document this change and submit it to you as part of the work order process. This process is covered within our response to application modifications.

Enterprise Architecture Blueprint updates as part of a maintenance release are rare, but are not unheard of. For example, BIS might require application teams to move an application from an old piece of hardware to a new piece of hardware. When this is the case, our architects update any hardware changes in the Enterprise Architecture Blueprint to satisfy the requirements of the upgrade. This document is then submitted to BIS for their review.

We coordinate closely with the Lot 7 maintenance team to provide guidance for these types of changes and validate the blueprint updates.

### Specific Considerations for Updating the Blueprint

The table below displays examples of some key considerations when updating the Enterprise Application Blueprint.

DPW Application	Deloitte's Updates the Enterprise Architecture Blueprint to Document DPW Infrastructure
<b>iCIS</b>	<ul style="list-style-type: none"> <li>Assess impact of new and updated integration points on shared infrastructure e.g. network capacity, Firewalls configuration, USEC authentication, middleware and other enterprise services etc.</li> <li>Reuse existing integration points, when and where appropriate</li> <li>Confirm protocol consistency across integration touch points e.g. eGov/MoveIT for FTP, OpenTI/JCA for CIS and WCF for backend integration etc.</li> </ul>
<b>PACSES</b>	<ul style="list-style-type: none"> <li>Because multiple application teams make updates to this document, one person on PACSES is assigned as the owner of updating this document.</li> </ul>
<b>HCSIS</b>	<ul style="list-style-type: none"> <li>Enterprise Application Blueprint needs to be updated as COM components are converted over to .NET</li> </ul>
<b>PELICAN</b>	<ul style="list-style-type: none"> <li>Because multiple initiatives require updates to this document, the application architect on PELICAN owns this document.</li> <li>Cross-application, cross-interface changes and dependencies are factored in when updating the blueprint</li> </ul>
<b>Child Welfare</b>	<ul style="list-style-type: none"> <li>Given the broad set of technologies utilized for these systems, the Enterprise Application Blueprint must be capable of representing a variety of application architectures and configurations.</li> <li>The criticality of merging and synchronizing data across counties and other interfacing agencies means that the Enterprise Application Blueprint should include representations of manual data consolidation processes.</li> <li>Systems served and/or maintained by third-party vendors (e.g., AdoptPAKids.org, Adam Walsh) should be represented in the blueprint due to the level of data sharing and integration with other systems.</li> </ul>
<b>Enterprise Services</b>	<ul style="list-style-type: none"> <li>Any updates to the Enterprise Services needs to be evaluated for impacts against the consuming applications.</li> </ul>

Figure 6.4-28. Deloitte's Updates the Enterprise Architecture Blueprint to Document DPW Infrastructure.

## Assessments and Guidance – Platforms, Software, Operating Systems, Hardware, Platform Technologies

<b>IV</b>	Page IV-341	RFP Reference: 2.2.2 General Maintenance Activities
-----------	----------------	---

The various types of general maintenance support expected to be performed by the Offeror of Lot #6 for the in-scope applications include:

- Assessments or guidance regarding complex updates to technology platforms, software, operating systems or other system components (as required)
- Assessments or guidance associated with updates to hardware architectures and platform technologies (as required)

### Assessments and Guidance for Complex Hardware and Software Upgrades

DPW applications are designed using a combination of a number of different software components. As a result, it is imperative that version upgrades and any manufacturer issued patches for these software products be applied on a timely basis to facilitate products operating as expected. These changes are driven by a variety of sources, including:

- Upgrades to COTS (COTS) products
- Upgrades and patches to the operating systems
- Architectural decisions that drive hardware and software changes
- Hardware platform changes

As these events cause changes to occur in the technical landscape, Deloitte works with DPW to mitigate impacts to your applications. This includes a number of activities which are highlighted below.

First, our architects provide assessments and recommendations on the appropriate time to upgrade software/hardware. This includes information about potential upcoming changes in the market, the pros and cons of updating, what version to upgrade to, the potential impact of the change or even if decommissioning a piece of software might be appropriate. Second, if DPW decides they do want to upgrade a piece of software, our architects provide guidance to BIS on how to make the change in a manner with the smallest impact. This typically involves recommendations on how to setup application infrastructure in manner that is as backwards compatible as possible and assists in the testing of changes. Our architects work with the Lot 7 maintenance team so they can appropriately plan testing efforts.

Due to limitations in test beds, and environment alignments, unfortunately, issues are sometimes found in testing during an upgrade of software/hardware. When this happens, our architects assist application teams, BIS and outside vendors as needed to isolate the problem and to provide guidance to the Lot 7 maintenance team on the resolution.

### **Our Experience in Supporting Software/Hardware Upgrades**

In 2008 we successfully upgraded the Oracle Client versions for HCSIS, iCIS, PACSES and PELICAN applications from Oracle 9i to Oracle 10g. Our DBA's worked with the BIS database administration group in planning and coordinating this upgrade with the application teams. Application teams were involved in testing the impact of the version upgrade. Our DBA's prepared a migration schedule for each environment and presented this schedule to BIS. Upon approval, the version upgrades were implemented in production. Similar success was recently proven with the upgrading of DPW database hardware. These are significant examples of our ability to successfully collaborate with DPW to effectively implement upgrades/operations while mitigating the impact upon existing operations. We will continue to follow this method of collaboration, in an expanded way to accommodate the additional collaboration needed with the multiple lots, to support software and hardware upgrades and manufacturer recommended patches in the future.

## Specific Software and Hardware Systems Operations Considerations for DPW Applications

The table below displays examples of some key considerations for software and hardware systems operations for the DPW applications that Deloitte will use as a lot 6 vendor in performing assessments to support the Lot 7 vendor:

DPW Application	Deloitte's Approach Addresses Software and Hardware System Operation Needs
<b>iCIS</b>	<ul style="list-style-type: none"> <li>• Oracle database patches and version upgrades including ODP.NET</li> <li>• SOA services to implement business critical functionality. These services consist of in-house (e.g. MPI, MCI and FSWS etc.) and COTS components (e.g. Corticon, USEC and Adobe etc.). The service component upgrades must be validated for backward compatibility and load tested for performance tuning needs.</li> <li>• Third party control for case comments; any upgrade of this component must be validated for backward compatibility and load tested for performance tuning needs.</li> <li>• WebMethod-ESB and OpenTI for communication with CIS and other external applications. Upgrade of these middleware components must be validated for backward compatibility and load tested for performance tuning needs.</li> <li>• Regression tested to validate upgrade related to Operating system and infrastructure software components.</li> <li>• Capacity plan is updated on quarterly basis to determine additional hardware needs to support ongoing business activities.</li> <li>• Development releases should assess and report impact of new functionality and user base on the production environment.</li> <li>• Addition of new server to the eCIS cluster must be validated for infrastructure software installation (e.g. USEC, Oracle, ODP.NET and middleware etc.), eCIS application software installation and connectivity with participating systems.</li> <li>• Implementation of new releases such as eCIS release 18 should also assess the impact of significantly increased processing capacity on the network bandwidth needs.</li> </ul>
<b>PACSES</b>	<ul style="list-style-type: none"> <li>• Using the latest version of Enterprise Library and ODP.NET listed in the ALM Dashboard.</li> <li>• Make updates to DPW libraries to make Enterprise Library more compatible with ODP.NET.</li> <li>• Has already installed Oracle 11g in lower environments to support the eventual upgrade of this software.</li> <li>• Has already tested oracle queries with the multiple process option on take full advantage of upgrades to database hardware.</li> <li>• Already testing application code on new version of Windows Server.</li> <li>• Made adjustments in project schedule to use Adobe ES2 in Forms work order.</li> </ul>
<b>HCSIS</b>	<ul style="list-style-type: none"> <li>• Database software for backward compatibility with FGAC rules.</li> <li>• Updates to ODP.NET components for supporting individual connections.</li> <li>• Operating system updates continue to support the use of web gardens.</li> <li>• Third Party Controls from Infragistics, and any changes or upgrades need to be regression and load tested.</li> <li>• SOA services to implement business critical functionality. Consist of in-house (e.g. MPI, MCI and FSWS etc.) and external services (e.g. PROMISe etc.). The service component upgrades must be validated for backward compatibility and load tested for performance tuning needs.</li> </ul>



DPW Application	Deloitte's Approach Addresses Software and Hardware System Operation Needs
	<ul style="list-style-type: none"> <li>• Regression testing is needed to validate updates to the software, operating systems or other system components.</li> <li>• Capacity planning activities are performed on a quarterly basis (in addition to being performed for modification work orders) and shared with BIS to determine additional hardware needs to support ongoing business activities.</li> <li>• Load testing needs to be performed to validate hardware updates such as addition of new servers.</li> </ul>
<b>PELICAN</b>	<ul style="list-style-type: none"> <li>• ODP.NET components for supporting individual connections.</li> <li>• Operating system updates continue to support the application functionality.</li> <li>• Third Party Controls from Infragistics, and any changes or upgrades need to be regression and load tested.</li> <li>• Regression testing is needed to validate updates to the software, operating systems or other system components.</li> <li>• Capacity planning activities are performed on a quarterly basis (in addition to being performed for modification work orders) and shared with BIS to determine additional hardware needs to support ongoing business activities.</li> <li>• Load testing needs to be performed to validate hardware updates such as addition of new servers.</li> </ul>
<b>Child Welfare</b>	<ul style="list-style-type: none"> <li>• Continue the adoption and use of DPW enterprise services such as MCI for new and emerging requirements, or to improve existing services.</li> </ul>
<b>Enterprise Services</b>	<ul style="list-style-type: none"> <li>• Hardware and Software upgrades require coordination of testing efforts with affected applications.</li> </ul>

Figure 6.4-29. Addressing Software and Hardware Needs.

## Isolation and Resolution of Production Problems

IV	Page IV-341	RFP Reference: 2.2.2 General Maintenance Activities
----	----------------	---

The various types of general maintenance support expected to be performed by the Offeror of Lot #6 for the in-scope applications include:

- Assist as required in the isolation and resolution of production problems

### Isolation of Production Problems

We realize that in order to provide timely assistance to the citizens of the Commonwealth, it is critical that the DPW systems are available and functioning accurately each and every day. Deloitte is committed to collaborating with both DPW and Lot 7 vendor to effectively support in isolation and resolution of emergency defects in a timely manner.

According to the RFP, the Lot 7 maintenance vendor has primary responsibility for the management and resolutions of production problems. However, as the Lot 6 vendor, Deloitte is able to provide support to the process when required. We have staffed our team with key, experienced resources who understand the specifics of the DPW suite of applications. We will establish a formal line of communications with the Department and

the other vendors that is leveraged to notify our team of a production problem that requires our assistance.

Based on request and prioritization from the Department, we will commence assessment of the issue. The Deloitte maintenance team will assign a resource (or resources) to provide assistance based on the type of problem, the technology(s) involved, and resource availability.

Once a team member is assigned to assisting in the resolution of the production problem, they will work directly with the other lot vendor(s) to support resolving the issue. The support can take the form of providing advice, reviewing code, researching requirements and design, or actually developing a fix for the problem. The team member will also attend the defect status meetings in order to provide updates on his or her assignments.

### Resolution of Production Problems

There may be instances when immediate turnaround of a defect is required by the Lot 7 vendor to alleviate an emergency. Deloitte understands that Level 1 (Fatal) and Level 2 (Major) defects are high impact issues that require prompt attention. We agree to assist as needed in the isolation and resolution of production problems. If we are requested to assist, our staff promptly begin reviewing the problem and the code that is causing it. In some cases, our architects isolate a section of code and provide a recommendation as to whether it should be promptly shut off until a longer term solution can be found. If this recommendation is approved, they assist in shutting off this code.

In other situations, architects assist in isolating the code that must be fixed to correct the defect. Our staff is experienced in working with DPW's suite of applications thus we are well qualified to identify and assist the Lot 7 vendor in resolution of problems. For this reason, they can make quick and accurate assessments about how to properly resolve the production issue. Our architects work collaboratively with the Lot 7 maintenance team in the resolution of production issues.

We recognize that the correction of production problems involves coordination with several teams and stakeholders and timeframes must consider available resources to support validation of approach, testing, and deployment activities. As such, we work with DPW to consider these dependencies when establishing the agreed upon resolution timeframes.

Our Defect Management methodology establishes the processes and procedures used to facilitate, monitor and control the activities associated with addressing production problems or defects. This methodology is described in detail in *Section 6.8, Defect Management*. Defect management is a subcomponent of overall software quality and as such the methodology that we follow is embedded within the larger SDM methodology and enhanced following the principals of CMMI and the ITIL process framework.

## Specific Troubleshooting Considerations for DPW Applications

Each DPW application has slightly different considerations when thinking about how to resolve production problems. The figure below documents some of these considerations.

DPW Application	Deloitte Approach to Production Anomaly Troubleshooting
<b>iCIS</b>	<ul style="list-style-type: none"> <li>• Troubleshooting production issues within eCIS, COMPASS, and CIS often involves replicating the same scenario in a lower test environment. Often, in order to accurately reproduce the same scenario, the exact data that is in production must be migrated to the lower environment. Over the years, data migration tools have been created and utilized to copy data down within the mainframe and MCI to help troubleshoot issues.</li> <li>• Open System related troubleshooting activities include but are not limited to, validation of MCI service logs, execution of Microsoft's log parser to group different errors together for a specific period, validation of availability of webMethods as well as the eCIS services and OpenTI components.</li> </ul>
<b>PACSES</b>	<ul style="list-style-type: none"> <li>• Requires an understanding of the coordination of batch jobs between the PACSES Mainframe, the OPEN Systems database and the Data Warehouse.</li> <li>• Correction of batch anomalies often requires coordination with the batch schedule operator.</li> </ul>
<b>HCSIS</b>	<ul style="list-style-type: none"> <li>• Uses web gardens to increase system availability and performance and this aspect must be taken into account when investigating anomalies. Troubleshooting activities must take into account the garden nodes and multiple memory pools may need to be investigated.</li> <li>• Uses Fine Grained Access Control (FGAC) and these may need to be investigated when troubleshooting anomalies.</li> </ul>
<b>PELICAN</b>	<ul style="list-style-type: none"> <li>• Coordination is also required with SAMS for investigating anomalies related to plan of care data for Aging waiver claims, and SAIS for DOH reportable incidents.</li> <li>• Uses web gardens to increase system availability and performance and this aspect must be taken into account when investigating anomalies. Troubleshooting activities must take into account the garden nodes and multiple memory pools may need to be investigated.</li> <li>• Uses Fine Grained Access Control (FGAC) and these may need to be investigated when troubleshooting anomalies.</li> </ul>
<b>Child Welfare</b>	<ul style="list-style-type: none"> <li>• Significant troubleshooting activities are required to troubleshoot data issues arising from the consolidation of data from the various county systems.</li> </ul>
<b>Enterprise Services</b>	<ul style="list-style-type: none"> <li>• Troubleshooting requires coordination with the application teams that use the enterprise service.</li> </ul>

Figure 6.4-30. Production Troubleshooting Considerations.

## ***Isolation and Resolution of Security and Performance Issues***

**IV**

Page  
**IV-341**

RFP Reference: 2.2.2 General Maintenance Activities

The various types of general maintenance support expected to be performed by the Offeror of Lot #6 for the in-scope applications include:

- Assist as required in the isolation and resolution of security vulnerabilities and performance anomalies

### **Isolation and Resolution of Security Vulnerabilities**

We understand the increased attention that security has been receiving in recent years. In fact, it was Deloitte that proposed the use of security vulnerability testing in lower environments, before moving code into Production. Currently, DPW security vulnerability teams review code in the INT and UAT phase. We agree to assist in the isolation and resolution of security vulnerabilities.

If security vulnerability issues are found in production, our architects are trained to review the code for ways to identify areas that the Lot 7 vendor can shut off application functionality that is causing the vulnerability. This is sometimes required as a short term solution, before a longer term solution can be devised.

Typically though, it is the Lot 7 maintenance security vulnerability team that finds vulnerabilities in lower environments. Deloitte and DPW currently uses tools such as DevInspect and WebInspect to review the security integrity of the application being tested. Using these tools the team generates a security report documenting any issue they may have found.

The Lot 7 maintenance team is then responsible for addressing the issues itemized in this report or was found in production. Our architects are involved in two ways when correcting security vulnerabilities. First, they review the security vulnerability with the Lot 7 maintenance team and provide input into how to appropriately correct the issue. Our architects are positioned to understand the security vulnerability and how to resolve it within the architecture of an application because they often built the application. They then work with developers from Lot 7 to assist them in the understanding of exactly what needs to be done to correct the issue. Second, our architects review the code the developers have corrected to validate that it has corrected the vulnerability. Once complete, the code is sent back to the security vulnerability team so that it can be retested.

### **Isolation and Resolution of Performance Anomalies**

Although it is the responsibility of the Lot 7 maintenance and operations team to monitor production performance anomalies, our architects assist in the isolation and resolution of performance problems. If a performance anomaly is found in production and is critical, our architects work with the Lot 7 maintenance team to isolate the poorly performing code and to identify options for resolution.



When identifying options for resolving a performance anomaly, our architects look at the broader system impacts. Our staff understand DPW’s applications from database to screen; therefore, they can make the determination as to whether a performance anomaly can be corrected by implementing caching, changing a database query, changing application code, making a data model change, changing the number of threads accessed by the application, etc. Our experienced architects take architecture and infrastructure factors into consideration when providing a recommendation for correcting a performance anomaly.

After working with DPW and the Lot 7 maintenance team to agree to an approach for resolving a performance anomaly, Deloitte supports the Lot 7 maintenance team developers to help them understand how to perform the change being implemented. We then review the completed correction to validate if the performance anomaly has been corrected per the established plan.

### Specific System Tuning and Performance Management Considerations for DPW Applications

Although System Tuning and Performance Management are done consistently across applications, there are a number of differences that have been recognized over the years that must be addressed with this activity:

DPW Application	Deloitte’s Approach Brings Sound Security and Performance Management Practices to DPW
<b>iCIS</b>	<ul style="list-style-type: none"> <li>• Critical defects within eCIS can have a range of adverse affects on worker efficiency with the most severe ultimately resulting in impacts to case creation and case maintenance activities. While some defects of this nature can be solved by emergency data fixes or reference table updates, others may require .NET code changes or database package re-compilations. In either case, the application team would coordinate with DPW personnel to get a resolution in place in a timely manner.</li> <li>• Integrates with external system in real time and utilizes distributed transaction management capabilities to confirm data integrity. These transactions must be load tested and tuned to meet DPW SLAs.</li> <li>• Performance tuning process should consider the systems/services that participate in a transaction (e.g. USEC authentication and authorization, WebMethod, OpenTI, CIS and SOA services.). These touch points should be assessed, tuned and validated.</li> </ul>
<b>PACSES</b>	<ul style="list-style-type: none"> <li>• Holds a large amount of Federal Tax Information from the IRS for the purposes of the FTROP remedy program. This information must be handled with special care.</li> <li>• Open System applications are pioneering new caching techniques to assist in application performance.</li> <li>• Pioneering new technologies such as WPF to improve application response times.</li> </ul>
<b>HCSIS</b>	<ul style="list-style-type: none"> <li>• Uses Fine Grained Access Control (FGAC) and the policies need to be investigated and tuned when looking at the overall system performance.</li> <li>• Architecture requires a login trigger to be fired each time a connection is established and this must be investigated and tuned when looking at the overall system performance.</li> </ul>

DPW Application	Deloitte's Approach Brings Sound Security and Performance Management Practices to DPW
<b>PELICAN</b>	<ul style="list-style-type: none"> <li>Defect management activities related to assessment processing, requires coordination with Pearson. Coordination is also required with PDE for defects related to PPID and PA Secure ID information.</li> <li>Monitor batches for completion by the end of the nightly window.</li> <li>Rehearse annual Fiscal Year Rollover (FYRO) process in TFP to determine appropriate thread count.</li> </ul>
<b>Child Welfare</b>	<ul style="list-style-type: none"> <li>Performance tests are not currently done for the applications included in the Child Welfare solution suite.</li> </ul>
<b>Enterprise Services</b>	<ul style="list-style-type: none"> <li>Performance tweaking done by application team that owns Enterprise Service.</li> </ul>

Figure 6.4-31. Our System Tuning and Performance Management Approach.

## Liaison with BIS

<b>IV</b>	Page IV-341	RFP Reference: 2.2.2 General Maintenance Activities
-----------	----------------	---

The various types of general maintenance support expected to be performed by the Offeror of Lot #6 for the in-scope applications include:

- Ongoing liaison with BIS on complex technical issues, interfaces, technologies, architecture changes, and standards and procedures

Deloitte has a strong understanding of how the domains within BIS support the information, business functionality, and technical architecture for the suite of DPW applications. As requested and prioritized by DPW, as part of ongoing liaison activities between Deloitte and BIS, we provide technical liaison(s) to each of the BIS domains to serve as a point of contact.

### Liaison With BIS on Complex Technical Issues

As we have done in the past, when complex technical issues arise, we form SWAT teams to work with you in resolving these issues. These SWAT teams are assembled using our technical/architecture resources as well as our business/program specialist resources to look at the problem and provide recommendations for solving it. These teams provide recommendations to BIS for when it might be appropriate to involve outside vendors into the conversation for resolving these issues. These SWAT teams work with you and the Lot 7 application teams to resolve issues as quickly as possible.

### Liaison With BIS on Interfaces

When we work on external interfaces with outside agencies, Deloitte architects use industry leading practices to guide the design of interfaces. Additionally, we work on recommending monitoring tools and exception logs to support issue identification and resolution for easier maintenance. We liaison with BIS and Lot 7 vendor in regularly scheduled meetings and during application maintenance activities so that the Department and other stakeholders is included in the maintenance activities associated with these interfaces. We also schedule other meetings with you to discuss interfaces as needed.



## Liaison With BIS on Technologies

Keeping current with ever changing technologies can be extremely challenging. In the course of our maintenance activities, we monitor the technologies we are using and whether they are currently in support or not. We do this by regularly monitoring the ALM Dashboard document that Lot 7 produces. If a technology we are using reaches the end of its life cycle and falls out of support, we notify BIS of this through a liaison. Additionally, our architects monitor changes and improvements to technologies in the market.

In both cases, our liaison works with BIS to discuss the ALM Dashboard. If applications are out of compliance with the ALM, our architects work with you to come up with a plan for resolving these discrepancies. Our architects also work with you to provide advice on upcoming technologies that the Commonwealth should consider.

For application specific architecture presentations, our architects are present at ARB and Data Model review meetings. For new technologies, our architects present ideas in separate meetings with appropriate stakeholders. For example, we are currently presenting new ideas in a monthly meeting with the DPW CTO.

## Liaison With BIS on Architecture Changes

We understand from the RFP that it is the role of the Lot 6 offeror to review application architectures and suggests improvements. When architecture changes are required, our architects monitor the change being performed by the maintenance team. This is done by reviewing code review checklists and also performing manual code review. If issues with an architecture change are found, our team supports the Lot 7 team in addressing the issue. We report on these changes in ARB meetings and other status meetings as appropriate.

## Liaison With BIS on Standards and Procedures

We currently provide a liaison for Standards and Procedures. We realize that changes to the ALM Dashboard and other standards do occur, and our liaison monitors and reports on these changes, and articulate plans for closing gaps between standards and applications.

Our understanding of the systems, our knowledge of the maintenance activities and our experience with coordinating maintenance activities with BIS has made us successful in coordinating complex technical issues, interfaces, technologies, architecture changes, and standards and procedures and is our foundation for ongoing success in this area.





## Defect Management

IV

Page  
IV-341

RFP Reference: 2.2.2 General Maintenance Activities

The various types of general maintenance support expected to be performed by the Offeror of Lot #6 for the in-scope applications include:

- Assist in defect management

Although the defect management process is the primary responsibility of the Lot 7 maintenance team, as your Lot 6 vendor we provide valuable input into the defect management process to assist in correcting defects. The system architects and program specialists on our team are invaluable to the defect management process. We assist in the management of defects, as prioritized by DPW, by providing guidance during defect assessment and categorization, providing input on defect resolution level of effort and impacts, advising on optional work arounds and in validating defect fixes.

The following table outlines the activities we support for defect management:

Defect Management Activity	Deloitte's Approach to Assisting In Defect Management
<b>Assist in Defect Isolation and Triage</b>	We participate in defect triage to support isolation of the defect fix. We provide input into defect categorization and prioritization and make recommendations on release coordination based on impacts to the program areas.
<b>Assist in Impact Analyses</b>	When an impact analysis must be performed on a defect, our architects assist the Lot 7 maintenance team in identifying the software objects that are impacted by the change. They do this by helping maintenance team members run reports out of VSS. Architects also look over the results of these impact analyses to verify that they are accurate. Finally, architects work iteratively with the maintenance team to devise options for resolving a defect with varying levels of impact and provide their recommendation for the correct resolution to a defect.
<b>Identify Workarounds/Short Term Solution</b>	When identified defects are critical, our architects assist in looking at the application to determine if a work around is possible. Using our knowledge of the code combined with our knowledge of the program/business, we also assist in the creation of short term solutions for resolving the defect.
<b>Identify Long Term Solution</b>	The leading solution might not always be possible given constraints at a certain point in time. For this reason, our architects provide recommendations for permanent long term solutions to problems. These solutions often reduce future maintenance efforts and require less technical upgrades in the future. They later assist in planning for and enacting these long term solutions.
<b>Review Design Documentation</b>	Although it is the responsibility of the Lot 7 maintenance team to update the appropriate documentation, we review this documentation for compliance with DPW technology strategies and to provide architecture input into these documents.



Defect Management Activity	Deloitte's Approach to Assisting In Defect Management
<b>Root Cause Analysis/ Lessons Learned</b>	<p>When problems occur, we work with DPW, the Lot 7 team, and the other lot vendors to determine what caused the problem. This investigation covers evaluation of application code, review of processes followed, and understanding what QA was conducted. Accurately identifying the root cause is important in defining the appropriate fix and in establishing if process compliance is at issue. This root cause analysis feeds into a lessons learned document. Architects assist in the completion of appropriate action items that are generated as the result of a lessons learned document. For example, if the root cause of a problem was that an application incorrectly interfaced with an enterprise service because inadequate documentation was available for the developer to understand how to consume this service, an architect might write a technical bulletin that documents how to connect to that service.</p>

Figure 6.4-32. Deloitte's Approach to Assisting In Defect Management.

Note: *Section 6.8, Defect Management*, of our response includes detailed information on Deloitte's defect management methodology, process, tools, and reports. Deloitte adheres to the processes outlined in *Section 6.8, Defect Management*, in the execution of Maintenance Activities.

## Disaster Recovery Activities

IV	Page IV-341	RFP Reference: 2.2.2 General Maintenance Activities
----	-------------	---

The various types of general maintenance support expected to be performed by the Offeror of Lot #6 for the in-scope applications include:

- Assist and support disaster recovery activities

DPW applications support critical business processes that are depended upon by the citizens of the Commonwealth for services and benefits. While it is difficult to imagine a scenario where the technology that supports these applications is not operational, Deloitte understands the importance of preparing for such a scenario. Doing so creates as little an interruption as possible to DPW's business processes and the citizens of the Commonwealth that rely on these applications.

### Assisting Disaster Recovery Activities

As with other technologies, Disaster Recovery software and hardware technologies are constantly changing. For example, recent years have seen the innovation of SANs, new RAID configurations, Gigabyte Ethernet and more. Software has also improved including much improved virtualization software that makes it easier than ever to recover from an environment outage, Oracle RAC, and Operating System backup software such as system restores and previous versions. We understand DPW's desire to improve Open System disaster recovery strategies in the coming years. Our architects have presented and will continue to come to you with ideas for improving disaster recovery abilities in DPW.

Unisys is currently performing significant DR activities for the PACSES and CIS mainframe. By understanding the components and information that the Unisys DR scripts are accessing, we communicate any changes that need to occur to these DR activities as a result of architecture changes. Our architects also monitor changes to mainframe data files, program libraries, database files, etc., and communicate these changes to Unisys to assist in keeping DR procedures up to date.

### Supporting Disaster Recovery Activities

Disaster recovery (DR) activities are designed to support mission critical functionality and data for applications by leveraging offsite storage. We understand that the Department has a DR plan and executes regular activities in support of this plan. We work with the Department and Unisys to support these disaster recovery activities and share guidance based on our DR experiences, as prioritized by DPW. DR testing activities are a critical component of the DR process. During DR testing activities we relocate members of our staff to the DR site to support Unisys and perform DR testing activities including restoring the applications and validating the applications are functioning correctly.

### Specific Disaster Recovery Considerations for DPW Applications

The figure below describes the proposed plan for doing disaster recovery by DPW application.

DPW Application	Deloitte Approach Supports DPW Implementing Application Disaster Recovery
<b>iCIS</b>	<ul style="list-style-type: none"> <li>• iCIS Infrastructure recovery encompasses recovery of correct versions of infrastructure components (network, OS, middleware and databases etc) and production comparable processing capacity (e.g. eCIS cluster, SOA/SM cluster, WebMethod cluster and CIS etc.)</li> <li>• iCIS application is designed to store case narratives and images in the Character/Binary Large Objects (CLOBs/BLOBs). These objects take a significantly large portion of the disk space allocated to the eCIS database. In case of disaster recovery, these objects may not need to be restored. The existing application is designed to support this business scenario and it should continue to do this in future.</li> </ul>
<b>PACSES</b>	<ul style="list-style-type: none"> <li>• PACSES Mainframe currently supported by UNISYS.</li> <li>• PACSES Open System application covered by disaster recovery document.</li> </ul>
<b>HCSIS</b>	<ul style="list-style-type: none"> <li>• Disaster recovery activities must encompass external systems which interact with HCSIS such as PROMISe, SAIS and SAMS.</li> </ul>
<b>PELICAN</b>	<ul style="list-style-type: none"> <li>• Disaster recovery activities must encompass external systems which interact with PELICAN such as Pearson, and PDE.</li> </ul>
<b>Child Welfare</b>	<ul style="list-style-type: none"> <li>• The disaster plan is updated and the relocation drill and equipment functionality is tested once per year.</li> </ul>

Figure 6.4-33. Supporting Application Disaster Recovery.

## Sufficient Staff

IV

Page  
IV-341

RFP Reference: 2.2.2 General Maintenance Activities

The Offeror shall provide sufficient staff to perform all systems maintenance responsibilities.

In determining the number of staff required to support systems maintenance, we considered both DPW's goal to reduce the overall level of effort of system maintenance and operations and our past experience with DPW's systems and user base. Our proposed team for maintenance analysis and support draws on team members who are supporting these critical applications today and can provide significant stability throughout the contract start-up phase.

Staff available for this engagement, including those that work for Deloitte and those who are part of our team through a subcontracting arrangement, have significant specialized skills. With access to a large resource pool through our subcontractor network and the ability to draw on local resources as well as national talent, Deloitte is confident that we can bring the right people to the job.

Deloitte has a broad-base of highly structured processes for obtaining these resources. There are two integral stages in the prequalification process for potential contractor resources:

- Deloitte's Vendor and Candidate Selection Process
- Deloitte's Candidate Screening Process.

### Deloitte's Vendor and Candidate Selection Processes

Deloitte has adopted a strategic sourcing model for acquiring contractor resources through third-party vendors. Vendors chosen for Deloitte's subcontracting supply chain are carefully screened and are evaluated regularly against a series of standard Key Performance Indicators. Signed Subcontractor Agreements between Deloitte and each vendor are mandatory, protecting both Deloitte and our clients. Vendors are expected to consistently provide quality resources, and those who do not perform are removed from the supply chain.

Deloitte has high expectations of its vendors, and, before presenting a candidate to Deloitte, the vendor must do the following:

- Confirm the candidate possesses the required skill set/experience, including training, and/or certification in the recommended software solution products (per DPW's requirements).
- Request a criminal background check from the Pennsylvania State Police.
- Talk directly to the candidate to gauge communication skills and professional demeanor.
- Document the candidate's immigration status, if applicable.

- Compare the candidate's availability to project timelines.
- Confirm that the candidate will sign Deloitte's standard Nondisclosure Agreement (NDA), which binds the contractor to confidentiality on behalf of both Deloitte and its client.
- Check references thoroughly.

### **Deloitte's Candidate Screening Process**

Before presenting candidates to the Deloitte project management, the Deloitte Subcontracting Group staff performs the following prequalification tasks:

- Confirm candidate's availability.
- Establish that the candidate has the required years of experience for each skill set requested.
- Establish that vendors have checked references and that contact information is available for references if needed.
- Look for potential problem indicators, such as unexplained gaps in employment.
- If applicable, confirm availability of candidate's visa status, visa approval date and country of citizenship.

Despite these rigorous prequalification tasks, the entire screening process takes than 24 hours from the time the request for a resource is submitted.

### **Assembling Our Team—Delivering the Right Skills**

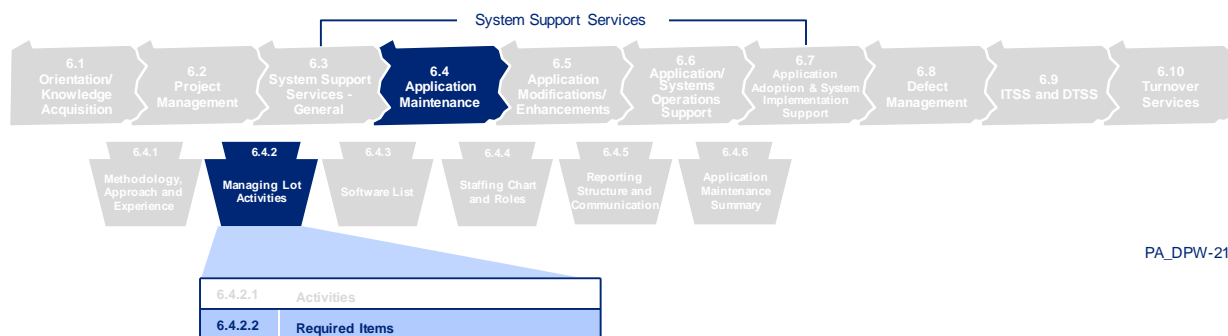
Deloitte understands that needs can change, sometimes quickly, and so we will work with DPW to confirm the staffing model represented in the RFP and the adjustments that may be needed at project commencement. We will not reserve positions for certain vendors. This type of parochial mentality limits the talent available. In addition, we believe that analyzing staffing needs is a continual process. Deloitte will implement processes to work with DPW management to assess needs, evaluate resource performance and identify new positions. This staffing process generates excitement and renewed energy throughout the team.

Our employees and subcontractors are integrated within teams and work as one unit. They plan, will estimate and implement solutions together with DPW management and staff. Deloitte does not draw lines in the sand between resources or levels. Everyone is on the same team working for the same goal. While our team resources will be sourced from different firms, Deloitte will be the systems integrator and will be DPW's single point of accountability and responsibility for our team.



Additionally, our approach to sourcing and staffing, and our available pool of internal Deloitte resources and subcontractor relationships, is such that we can rapidly scale up or scale down to support a system issue. In our 10 years of designing, deploying, and maintaining DPW's enterprise systems, Deloitte has not experienced a single situation where we could not scale our capacity to meet the priorities of the Department.

## 6.4.2.2 Required Items



PA\_DPW-210b

**IV** Page IV-341 RFP Reference: Application Maintenance Services Environments and Windows Required Items

As the provider of maintenance services for Lot 6, we understand that our responsibilities are: 1) to provide assistance in the resolution of defects, 2) effectively respond to deficiency notifications, and 3) engage in the provisioning and managing of critical life cycle management support activities for both the legacy and open systems platforms. Our staff has been allocated to these functions with the intent of being able to assist and support when required by the department.

### ***Timely Assistance and Support For Emergency Maintenance Defects***

**IV** Page IV-341 RFP Reference: Application Maintenance Services Environments and Windows Required Items

The Offeror for **Lot #6** must describe in detail how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 1) Provide timely assistance and support in the isolation, resolution, and corrective action plan formulation regarding emergency application maintenance defects and

A key component in the overall success of general maintenance activities is the successful management of system defects. We realize that in order to provide timely assistance to the citizens of the Commonwealth, it is critical that the DPW systems are available and functioning accurately each and every day. Deloitte is committed to collaborating with both DPW and the other Lot vendors to effectively support in isolation and resolution of emergency defects in a timely manner.

According to the RFP, the Lot 7 maintenance vendor has primary responsibility for the management and resolutions of defects. However, as the Lot 6 vendor, as prioritized by DPW, Deloitte is able to provide support to the process when required. We have staffed our team with key, experienced resources who understand the specifics of the DPW suite of applications. We will establish a formal line of communications with the Department and the other vendors that is leveraged to notify our team of a defect that requires our assistance.

Deloitte will assign a resource (or resources) to provide assistance using the following qualifying points:



- **The Application that is Affected.** Our staff is aligned along applications so that they can be leveraged for defect support
- **The Categorization of the Defect.** Will help in determining if the defect support is a fit for a functional resource, a developer, an architect, etc.
- **The Severity of the Defect.** Determines the urgency of deploying the resource and can help with the allocation of resources and shifting of priorities
- **Technology Involved.** If a specific technology is involved, it is imperative to deploy a resource with that technical capability
- **SDM Phase Involved.** Determines if it is in a maintenance or modification activity, or if it is related to earlier phases of the SDM (BRD, SRD, GSD)
- **Resource Availability.** Taking into consideration the severity, the project manager will deploy staff based upon resource availability and capacity

Once a team member is assigned to assisting in the resolution of the defect, they will work directly with the other lot vendor(s) to resolve the issue. The support can take the form of providing advice, reviewing code, researching requirements and design, or actually developing a fix for the defect. The team member will also attend the defect status meetings in order to provide updates on his or her assignments.

All of the defect work we perform will be managed in alignment with the severity classifications that DPW has outlined in Appendix BBB. These severity levels help drive how we support, respond and coordinate the resolution of the emergency defects.

Defect Severity	Characteristics and Action Required
Severity 1	<ul style="list-style-type: none"> <li>• <b>Fatal Defects</b> – defects that result in the complete failure of a system, sub-system or unit so that no work can be completed.</li> <li>• These defects will be <b>addressed promptly as an emergency</b> and will take top priority over all other activities until resolved.</li> <li>• We will participate in the emergency triage meeting with DPW and other Lot vendors to initiate the activities to correct the issue within the timeframes agreed upon with DPW.</li> </ul>
Severity 2	<ul style="list-style-type: none"> <li>• <b>Major Defects</b> – defects that result in the failure of a system or sub-system, but workarounds or processing alternatives exist, allowing for continued work within the system.</li> <li>• These defects will also be treated with <b>top priority</b>.</li> <li>• We will work with the business owners and other lot vendors to determine if the work-around process is acceptable, or if the work-around is too time consuming to conduct business. We will assist and support the Lot 7 vendor in determining corrective action and resolution.</li> </ul>

Figure 6.4-34. Defect Severity, Characteristics, and Action Required.

A quick, effective triage and resolution of Severity 1 and Severity 2 defects by the Lot 7 vendor is critical to supporting the ongoing business of DPW. In order to give these issues the prompt attention that they require, we will assist in the emergency system problem triage procedure to accelerate the triage and response process. By addressing



these issues promptly and thoroughly, DPW maintains the high level of user satisfaction with their applications.

When a Severity 1 or 2 level defect is logged in the defect management system, we will work with the Lot 7 vendor to review the defect, and if necessary, gather additional information from the initiator. We understand that DPW wishes to have a Corrective Action Plan within twenty four hours. Deloitte will assist in the development of CAP that articulates the problem, either a diagnosis of the problem or a description of the activities being undertaken to diagnose the problem, and an estimated time to resolve the issue. The resolution may consist of both a short-term solution to facilitate a temporary fix in production and long-term solution in order to fully address the problem.

We recognize that the correction of defects involves coordination with several teams and stakeholders and timeframes must consider available resources to support validation of approach, testing, and deployment activities. As such, we work with DPW to consider these dependencies when establishing the agreed upon resolution timeframes and document these timeframes as part of the corrective action plan.

Our Defect Management methodology establishes the processes and procedures used to facilitate, monitor and control the activities associated with addressing emergency defects. This methodology is described in detail in *Section 6.8, Defect Management*. Defect management is a subcomponent of overall software quality and as such the methodology that we follow is embedded within the larger SDM methodology and enhanced following the principals of CMMI and the ITIL process framework.

## ***Deficiency Notification Response***

**IV**

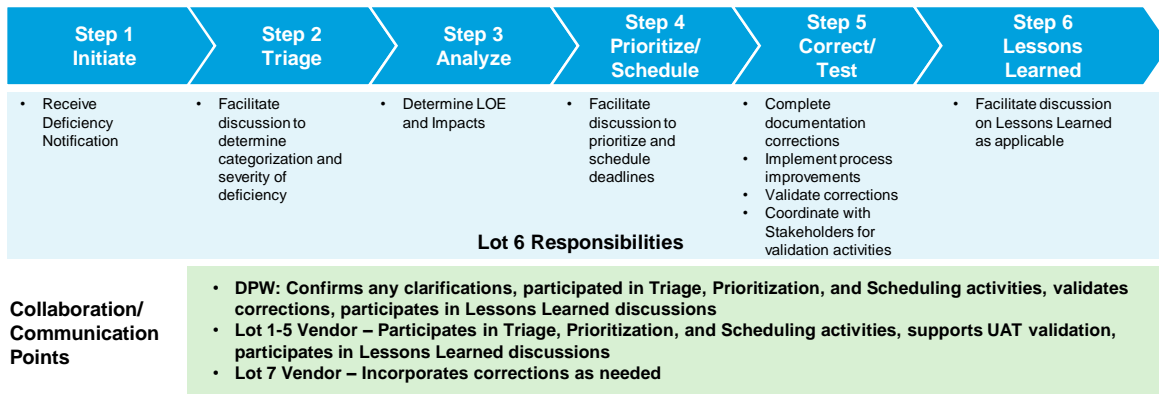
Page  
**IV-341**

RFP Reference: Application Maintenance Services Environments and Windows Required Items

The Offeror for **Lot #6** must describe in detail how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 2) Respond in the event of receiving a deficiency notification from the Department

In the event that DPW issues a deficiency notification regarding an application issue, we use the defect management process to process the deficiency through the necessary steps. The figure below describes the process that is followed from initiation through lessons learned evaluation. Based on the nature of the deficiency and the severity that is established during initial triage, this process may be followed in an expedited way, or may follow the normal established process timeframes.

### Deficiency Notification Process



PA\_DPW-1375

**Figure 6.4-35. Deficiency Notification Process.**

We use the Defect Management process and extend with collaboration and communication points when responding to deficiency notifications to develop an actionable plan and schedule that meets DPW needs.

To support the Initiation process, we provide points of contact for each of the systems. These individuals are knowledgeable on the system and responsible for engaging escalation procedures and next steps. The next steps include initiating coordination with DPW and the other lot vendors to establish communication and understand severity.

The Triage process includes validating the deficiency, evaluating the impacts that the deficiency is causing, and establishing the severity and categorization information for the deficiency. Deloitte coordinates these discussions with the Department stakeholders, other lot vendors and third party vendors as needed. This information establishes the escalation for the remaining activities and is used to identify the key stakeholders for continued coordination going forward.

During the Analyze phase we assist in the evaluation of the deficiency to identify options for correction, establish the level of effort and associated impacts for the identified options, identify work around options and consider time frame constraints. We coordinate with DPW and the other lot vendors to validate understanding and confirm constraints.

Next we review the approach with DPW and the stakeholders, based on the options, prioritize and schedule the work to be completed. Based on the nature of the deficiency this may involve significant coordination across systems, lot vendors and stakeholder groups to support a complete and accurate resolution. Or the resolution may be addressed through a more isolated code fix. These are the items that are established during the Prioritize and Schedule phase.

Based on the activities defined for the Lot 6 Maintenance team, the next phase, Correct and Test, will primarily involve completing documentation correction or process improvement activities. During this time we coordinate with the stakeholders to plan for validation activities.



Once a deficiency has been addressed and validated, the final phase is to identify and document lessons learned. Our team is available to work with the Department and other vendors to facilitate lessons learned discussions and documentation for deficiencies that required system fixes. We pull together the available background information on the deficiency to understand root cause. This information combined with the information on the resolution option and steps is used to identify opportunities for process improvements. We coordinate meetings and discussions with DPW and the other lot vendors to gather input into this lessons learned process and to review findings. Implementation of process improvements may also require varying levels of coordination with DPW and other vendors.

Information related to the deficiency, the resolution, and final lessons learned documentation are included in our defect management level reporting. This reporting provides for final communication and coordination across DPW and the other lot vendors.

### ***Life Cycle Management Support Activities***

<b>IV</b>	Page <b>IV-341</b>	RFP Reference: Application Maintenance Services Environments and Windows Required Items
-----------	-----------------------	---

The Offeror for **Lot #6** must describe in detail how they will coordinate and work with designated DPW stakeholders, third party vendors, and other selected Offerors (if applicable) to: 3) Provide and manage all application maintenance and critical life cycle management support activities of both legacy and open systems application platforms supporting DPW's mission mindful of the environmental constraints and adherence to the predefined stability and maintenance windows.

As a provider to DPW for 30 years, we have the experience and capabilities to perform requirements and GSD activities that meets DPW's vision for maintaining ongoing operations of its core business systems. This is driven by the most qualified pool of resources available to the Department and understanding of the intricacies of DPW's 6 business applications, 27 business systems and more than 200 subsystems. Further, our approach incorporates the unique requirements of the program offices in providing for the maintenance of the in-scope systems and understanding the dependencies across multiple systems.

Deloitte understands that Application Life Cycle Management (ALM) focuses well beyond the SDLC and views the application through a long-term lens to understand the future growth and currency of the technology used. It is our understanding that the management of the ALM is the responsibility of our ITSS group supporting BIS, while the development will fall under the purview of the modifications team. Once the application is developed, tested and implemented, our Lot 6 maintenance team assists in the coordination of ALM activities that relate to the ongoing support of the application.



Communications and coordination with other stakeholders, vendors and offerors is achieved through the use of the overall ALM dashboard as produced by Lot 7. The dashboard represents how an application's technology stack aligns with the technologies in the ALM baseline and the present status of the various changes and upgrades to the application. This baseline represents the collection of application technologies approved for use across DPW applications. The ALM dashboard will be used in release planning, alignment with standards, and prioritization of maintenance activities.

### **Environmental Constraints and Stability Windows**

We understand that the Department has established summer and winter production environment stability windows and will coordinate the requirements and design activities with other vendors to these constraints. Furthermore, in the event that emergency production implementations are necessary during these maintenance and stability windows, Deloitte will conduct additional coordination activities with the Department and other Vendors to adequately plan for these implementations. Deloitte has consistently worked with the Department to plan activities around and adhere to the established network and system maintenance windows. Environmental constraints impact maintenance and activities and we are cognizant of the need to adhere to the stability windows as we coordinate design activities across multiple systems.

**IV**

Page  
IV-341

RFP Reference: Application Maintenance Services Environments and Windows Required Items

The Selected **Lot #6** Offeror must describe in detail: 1) The resources required to support Application Maintenance tasks including skill sets and experience, and 2) The associated organizational chart

The resources required to support Application Maintenance are provided in the following section: Staffing Chart. Skill sets and experience are listed by role in *Section 8.4, Staffing Narrative*.

The organization chart for the Application Maintenance team is provided below. The team is organized by application in order to foster knowledge of the supported applications; however, as it becomes the team will encourage mobility of resources – and share resources across teams - as needed in order to recognize economies of scale and efficiencies in operations.

### **Staffing Requirements – Work Collaboratively with DPW Counterparts**

**IV**

Page  
IV-342

RFP Reference: 2.2.3 Staffing Requirements

The selected Offeror must supply Application and Technical staff. Staff assigned to this project must be able to work cooperatively with Commonwealth staff and other individuals and entities. The selected Offeror's staff must be able to coordinate and receive direction from designated DPW staff. The selected Offeror's staff must be able to deliver work that is not in conflict with the priorities and hardware/software choices and limitations as established by the Commonwealth, Department of Public Welfare.

Our proposed team has solid history of working collaboratively with Commonwealth staff. In fact, as evidenced in the organizational charts provided with the RFP, many of the current DPW projects managed by Deloitte included integrated organizational structures.

### **Staffing Requirements - Work Collaboratively with Other Vendors**

**IV**

Page  
IV-342

RFP Reference: 2.2.3 Staffing Requirements

The Department currently used a mix of state employees and contracted staff. The selected Offeror will assist in assessing the impact on other applications for any modifications to the in-scope systems. Should there be multiple vendors involved in the support of other applications; the selected Offeror must work collaboratively in the assessment and implementation of any application changes that impact other applications. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

The primary focus of collaboration is to remain focused on performing productive, business value adding work rather than spending a significant amount of time on coordination and communication across the Lot structure. We use our existing project processes and extend them to cover the other lot vendors based on application, SDM phase, and activity.

Based on the responsibilities defined for application maintenance across Lot 6 and Lot 7, close collaboration will be critical. There will be hundreds of coordination points between these teams that we can work with DPW to document so that processes to support communication and collaboration can be refined to accommodate them.



Additionally, we collaborate with the Lot 1 through 5 vendors to transition business requirements. Strong communication protocols need to be in place to provide clarity and effectively collaborate.

We collaborate with DPW during the initial Project Initiation, Setup and Planning activities for the project to confirm agreement on the processes and protocols that we follow to support collaboration.

### **Staffing Requirements - Qualified Personnel**

<b>IV</b>	Page <b>IV-342</b>	RFP Reference: 2.2.3 Staffing Requirements
-----------	-----------------------	--

DPW requires that the selected **Lot # 6** Offeror have suitable qualified personnel resources, facilities, and supplies necessary to support the application support services (relevant services as required), shared and direct technical services outlined in this RFP. The Offeror will be required to align resource capacity to meet demands and to successfully support multiple engagements and business priorities independent of specific program, business function, and/or in-scope systems. Reference the Required Work Skills provided in Section D1 of the RFP.

As indicated through the preceding Figure 6.4-35, we have the ability to deliver hundreds of highly skilled individuals, with current DPW experience, to deliver information technology services to DPW. In *Tab 8.0, Personnel*, we provide resumes and skill summaries of our staff.

We understand that demands for staff needs can vary throughout the life-cycle of projects and also at times can place great demands on the ability of providers to allocate sufficient resources. Through our own qualified internal resource pool, internal recruiting capabilities and a large subcontractor network, Deloitte is well suited to meet the resource needs of the Commonwealth of Pennsylvania, particularly to meet peak demand periods.

Our approach to staffing is simple – we create flexible teams that can be adjusted to DPW’s current technology needs.

### **Collaboration with Other Contractors**

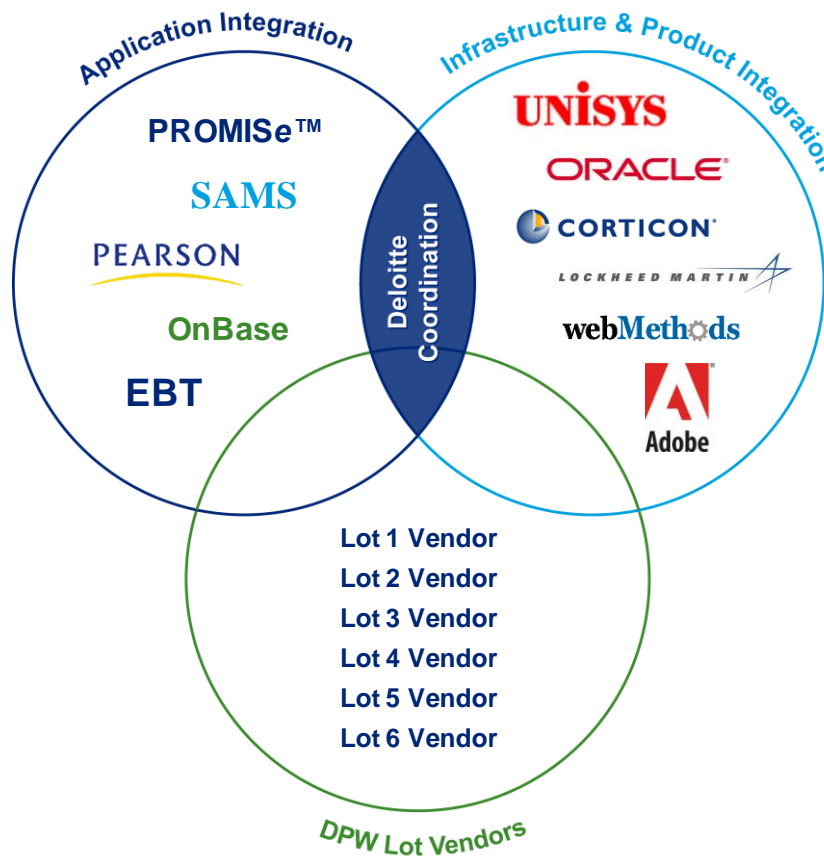
<b>IV</b>	Page <b>IV-342</b>	RFP Reference: 2.2.3 Staffing Requirements
-----------	-----------------------	--

**NOTE:** The selected Offeror must work collaboratively in the assessment and implementation of any application support services activities. The selected Offeror agrees to cooperate with any other selected Offerors, and shall not commit or permit any act that may interfere with the performance of work by any other Contractor.

The nature of any complex organization with mature information technology systems is that it requires collaboration with multiple vendors across multiple systems. Our more than 30 years of experience with DPW has given us the opportunity to demonstrate our ability to work with other vendors in delivering results for the Commonwealth.

The graphic below illustrates the collaboration required with vendors of other applications and the role we support in this coordinated effort.





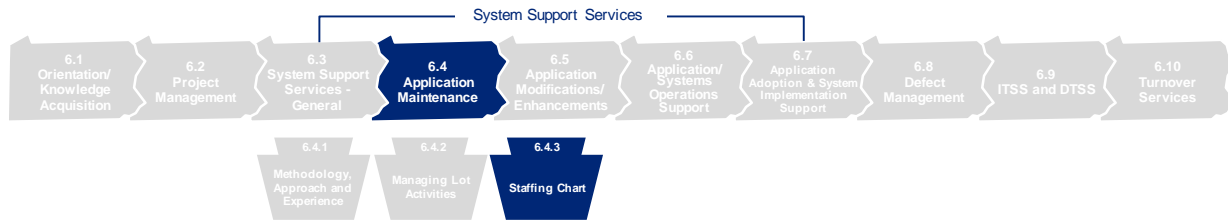
PA\_DPW-591\_4

**Figure 6.4-36. Collaboration with Other Vendors**

Maintenance of DPW applications requires coordination with a number of other vendors who manage infrastructure, applications, and operational activities that interact with the in-scope applications.

In just the last 12 months, our team has shown our ability to successfully implement modifications that impacted these systems managed by other vendors. Given DPW's Enterprise Services vision, we fully expect that as we move forward together, the ability to assist in impact assessment around other systems, as well as to collaborate with other vendors, will be critical to DPW's ongoing success.

## 6.4.3 Staffing Chart and Roles



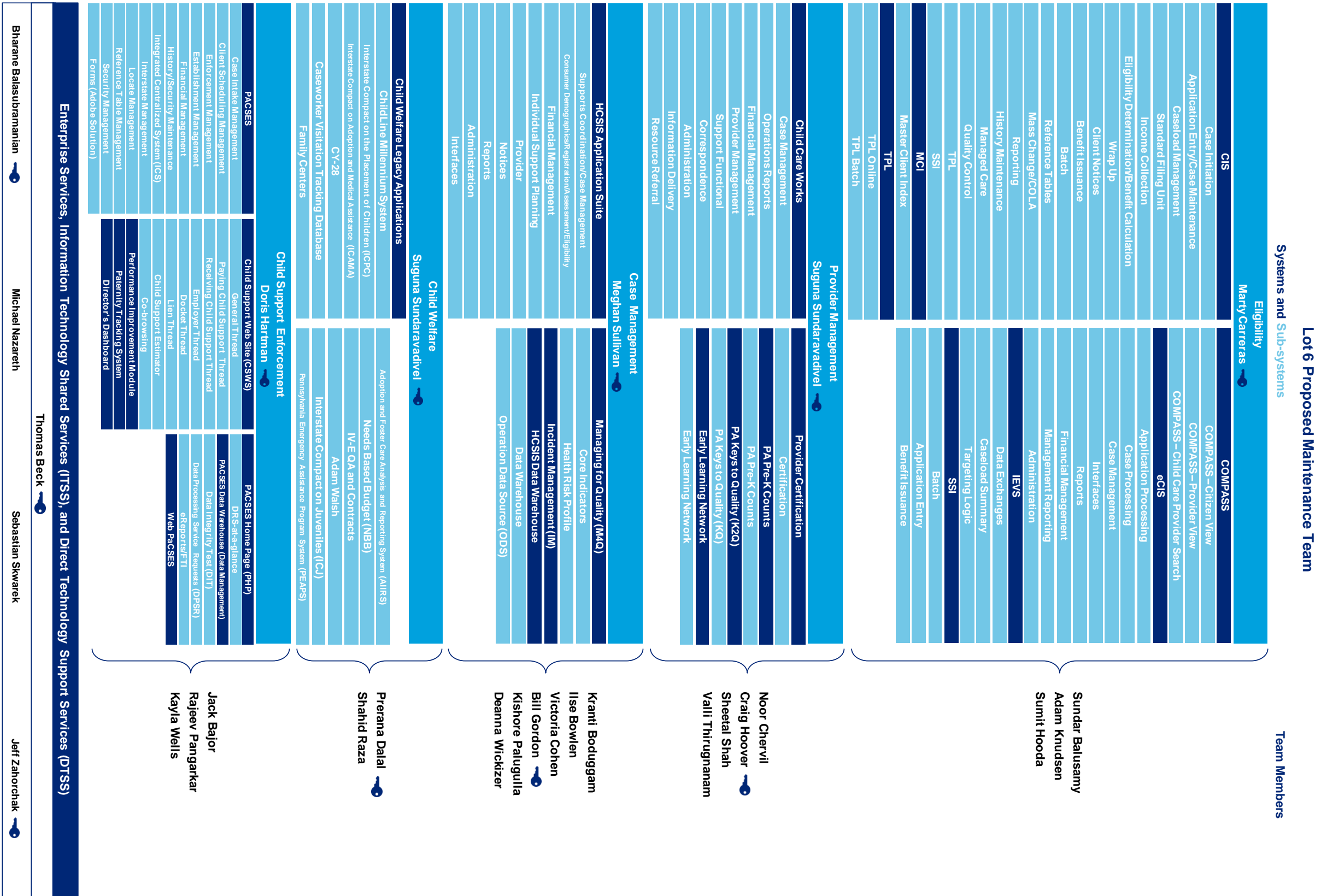
PA\_DPW-204c\_4

<b>II-3</b>	<b>Page II-4</b>	<b>RFP Reference: II-3. Work Plan</b>
-------------	------------------	---------------------------------------

Provide staffing charts for the ongoing operational Activities and Tasks that show the proposed staff by labor category and job function.

Provide a role/description table for the Offeror’s proposed staffing roles for all Activities and Tasks to support the requirements of the RFP. A description of the duties and functions to be performed by the staffing role must be indicated.

The Organization Chart for the Application Maintenance team includes an Application Maintenance Lead who reports to the Project Manager and then six Portfolio Leads who manage the corresponding business applications. Underneath the Portfolio Leads, additional leads are assigned to manage one or more systems, depending on the complexity and volume of maintenance needs for that system.



**Figure 6.4-37. Organization Chart for Application Maintenance.**  
The Organization Chart includes for Application Maintenance is organized around the six major applications and the systems included in them.



## Staffing Chart

The staff chart the follows provides detailed information about the staff who comprise the organization structure just described.

### iCIS

Proposed Staff	Labor Category/Job Function
Balusamy, Sundaravadivelpandiyan	Application Team Lead
Hooda, Sumit	Sr. Developer/Analyst
Knudsen, Adam D	Sr. Developer/Analyst
Carreras, Martin J	Portfolio Coordinator
Sekhar, Sundhar G	Project Executive

Figure 6.4-38. Staffing Chart for Application Maintenance - iCIS.

### PELICAN

Proposed Staff	Labor Category/Job Function
Chervu , Noor Mahammad	Application Developer
Hoover, Robert C	Application Team Lead
Shah, Sheetal	Application Team Lead
Thirugnanam, Valli	Application Developer
Sundaravadivel, Suguna	Portfolio Coordinator
Brown, Neil	Project Executive

Figure 6.4-39. Staffing Chart for Application Maintenance - PELICAN.

### HCSIS

Proposed Staff	Labor Category/Job Function
Boduggam, Kranthi	Application Developer
Bowlen, Ilse	Project Control Analyst
Cohen, Victoria	Sr. Developer/Analyst
Gordon, William	Application Team Lead
Palugulla, Kishore	Application Developer
Howard, Patrick J	Project Executive
Sullivan, Meghan K	Portfolio Coordinator
Wickizer, Deanna	Project Control Analyst

Figure 6.4-40. Staffing Chart for Application Maintenance - HCSIS.

## Child Welfare

Proposed Staff	Labor Category/Job Function
Sundaravadivel, Suguna	Portfolio Coordinator
Dalal, Prerana	Application Team Lead
Raza, Shahid	Application Developer

Figure 6.4-41. Staffing Chart for Application Maintenance - Child Welfare.

## Child Support Enforcement

Proposed Staff	Labor Category/Job Function
Bajor, Jack	Sr. Developer/Analyst
Pangarkar, Rajeev	Sr. Developer/Analyst
Wright, Barbara	Project Control Analyst
White, John	Project Executive

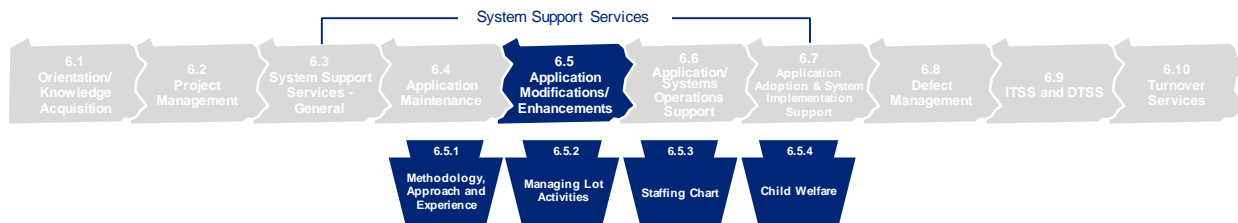
Figure 6.4-42. Staffing Chart for Application Maintenance - Child Support Enforcement.

## Enterprise Services, ITSS, and DTSS

Proposed Staff	Labor Category/Job Function
Balasubramanian, Bharanedaran	Chief Security Architect
Beck, Thomas	Chief Application Architect
Nazareth, Michael John	Chief Database Architect
Skwarek, Sebastian	Systems Architects
Subramanian, Srinivasan R	Project Executive
Zahorchak, Jeffrey George	Chief Functional Architect

Figure 6.4-43. Staffing Chart for Application Maintenance - Enterprise Services, ITSS, and DTSS.

# 6.5 Application Modifications/Enhancements



PA\_DPW-205.6

<b>II</b>	Page IV-300	RFP Reference: II-3 Work Plan
-----------	----------------	-------------------------------

Describe in narrative form your technical plan for accomplishing the work. Use the task descriptions in **Part IV** of this RFP as your reference point.

<b>IV</b>	Page IV-299	RFP Reference: Systems Architecture Lot #6 and Technical Support Services Lot #7
-----------	----------------	--

**ii. Application Modifications/Enhancements:** assist in the planning and prioritization of modifications and to complete all approved modifications based on DPW’s System Development Methodology (SDM)

*Additional RFP Reference: e. Application Modifications/Enhancements, Page IV-348*

**Deloitte is a trusted and experienced collaborator that will continue to align and deliver system modifications and enhancements to achieve DPW’s vision. Our approach meets the needs of the diverse program offices, supports BIS’ enterprise vision and embraces the multi-vendor, multi-system operating model.**

## Introduction

DPW exists in the dynamic and challenging world of Health and Human Services, where technology plays a critical role in the execution of the Department’s core missions, the cost-effectiveness of program administration, and the delivery of vital services to the Commonwealth’s citizens. It is with these aims and the ever-constant forces of change—innovative technologies, evolving business models and transformative state and government

### Unique and Distinguishing Factors

- Expands Enterprise Architecture framework and Services Oriented Architecture with each enhancement by proposed staff that bring a unique combination of DPW business and system knowledge, with expertise in SOA technologies and principles
- Proposes a DPW-proven approach - staff, methodologies and tools – with the capability and business knowledge to deliver Lot 6 services to 5 mission critical systems while migrating towards a new operating model
- Enables “innovation in-sourcing” based on Deloitte’s HHS client and project network that includes EA/SOA migration and similar incremental renewal projects





policies, that Deloitte proposes a world class team and approach for the modification and enhancement of DPW’s mission-critical systems. As the need for DPW’s business applications, system users, and citizens to share and coordinate information grows, the architecture components and services available to each application are extended accordingly. Deloitte proposes a collaborative, yet structured approach to working with DPW and the other Lot vendors to develop system designs and deliver enhancements that align and contribute to DPW’s vision. We highlight the key features of our approach and the benefits to the Commonwealth in Figure 6.5-1 below:

Features	Benefits
<p>Provides skilled resources that:</p> <ul style="list-style-type: none"> <li>• Understand DPW’s business and the systems that enable the businesses</li> <li>• Bring experience in SOA technologies and services thinking</li> <li>• Understand both national technology trends and DPW’s technology direction that assist in the development of the roadmap for future enhancement of its systems</li> </ul>	<ul style="list-style-type: none"> <li>• Better supports DPW’s stated objectives and expectations</li> <li>• Improves efficiency and effectiveness of enterprise systems based on effective identification and development of common services by staff that understand your business</li> <li>• Reduces schedule, budget and performance risks during implementation</li> </ul>
<p>Proposed staff and advisors include policy, business and technology practitioners that deliver an understanding of impending policy changes and their direct impact to the Commonwealth and its strategic business systems</p>	<ul style="list-style-type: none"> <li>• Jump starts enhancements based on understanding what these sweeping policy changes mean to its systems</li> <li>• Delivers enhancements in compliance with state and federal policy</li> </ul>
<p>Facilitates communication and collaboration with DPW program offices, BIS, stakeholders and users, as well as respective Lot vendors</p>	<ul style="list-style-type: none"> <li>• Better supports the needs of diverse stakeholders within the new operating model</li> <li>• Improves our performance and service to DPW</li> </ul>
<p>Includes a continuous improvement program consistent with CMMI based on project metrics and lessons learned from DPW and Deloitte’s national HHS client and project base</p>	<ul style="list-style-type: none"> <li>• Improves quality</li> <li>• Reduces life cycle costs</li> </ul>

**Figure 6.5-1. Key Features and Benefits of Deloitte’s Modification and Enhancement Approach.**

The remainder our introduction to the Application Modifications and Enhancements section is organized in the following manner:

- Our Understanding of Modifications and Enhancements
- Our Understanding of the Allocation of Hours
- Landscape of Overall Modification Business Drivers
- Our Understanding of Major Initiatives Across Lots for Upcoming Years



Our past and current successes provide DPW with a firm that demonstrates repeatable, positive results for our clients. We feel this evidence is paramount when considering an HHS solutions integrator for a project of this size and complexity. To demonstrate our direct and relevant project experience, we feel there is no better voice than you hearing from our clients. On the following page, we are pleased to present DPW with a letter of reference from one of your peers demonstrating our capabilities and character in delivering successful and tangible results in the Health and Human Services programs and IT.

# STATE OF COLORADO

## GOVERNOR'S OFFICE OF INFORMATION TECHNOLOGY

601 East 18th Avenue, Suite 250  
Denver, Colorado 80203  
Phone (303) 764-7700  
Fax (303) 764-7725  
[www.colorado.gov/oit](http://www.colorado.gov/oit)



Bill Ritter, Jr.  
Governor  
Leah Lewis  
Acting State Chief Information Officer

August 19, 2010

To Whom it may concern,

For the project to update the automated system that supports the child care assistance program in Colorado, the Colorado Department of Human Services (CDHS) selected Deloitte Consulting to transfer, customize, and implement the State of Pennsylvania's PELICAN Child Care system to replace Colorado's existing legacy Child Care Automated Tracking System (CHATS).

The State of Colorado successfully launched the pilot of the new Child Care Assistance (New CHATS) system for use by State and Counties per the project schedule on June 14<sup>th</sup>, 2010. Despite challenging project time lines, the Deloitte onsite and off-site delivery Center teams worked collaboratively with the State team to deliver an on-time start of the pilot. I would attribute this shared success to strong project management, understanding of human services business processes, deep technical expertise, and constant communication between State and Deloitte team members.

If have any questions regarding the CHATS Project, please contact me at [ron.ozga@state.co.us](mailto:ron.ozga@state.co.us).

Ronald M. Ozga  
Governor's Office of Information and Technology  
IT Director - Agency Services  
CDHS, HCPF, CBMS



*Increasing the effectiveness of government through information technology*



## Our Understanding of Modifications and Enhancements

Deloitte understands that during the life of the contract term, application enhancements are required in an effort to advance DPW’s technology goals of improving worker usability, system accuracy, and data quality. We understand DPW’s application modification definition as:

*A change to existing functionality of the application that requires execution of the systems development process (e.g., general and detailed designs, program specifications, coding, testing, implementation, and documentation).*

We also recognize the distinct line between the modification of an application and simply performing maintenance tasks which do not qualify as modifications. Enhancements exist when program source code must be changed to implement a system, functional, or performance requirement beyond the current system’s capabilities, and may include:

- Implementation of new or changed functionality required to support programmatic or policy changes and/or new state or federal statutes or regulations.
- Enhancements to support desired operational improvements and efficiencies.
- At the Commonwealth’s discretion, major in-scope upgrades and/or replacement of one or more components as a result of the Commonwealth/DPW MITA or EA-SOA vision.

As a long-time partner with DPW, Deloitte understands DPW’s vision in terms of system modifications and the significance each enhancement carries in moving DPW closer to its goals. We will leverage this knowledge by delivering an experienced and skilled team to partner with DPW in future system modifications.

## Our Understanding of the Allocation of Hours

As the need for application modifications arise and DPW provides Deloitte with the request for High-Level Estimate (HLE), we will collaborate with DPW, the appropriate Lot 1-5 vendors, and Lot 7 vendor to understand the business drivers, technology direction, and stakeholder expectations required to develop a HLE. We will then provide initial estimates for total hours and total cost for our respective SDLC phases and Lot 6 deliverables:

SDLC Phase	Deliverable(s)
<b>Feasibility</b>	<ul style="list-style-type: none"> <li>• Technical Solution Feasibility Study Document</li> </ul>
<b>Requirements</b>	<ul style="list-style-type: none"> <li>• System Requirements Document</li> </ul>
<b>General System Design</b>	<ul style="list-style-type: none"> <li>• General System Design</li> </ul>

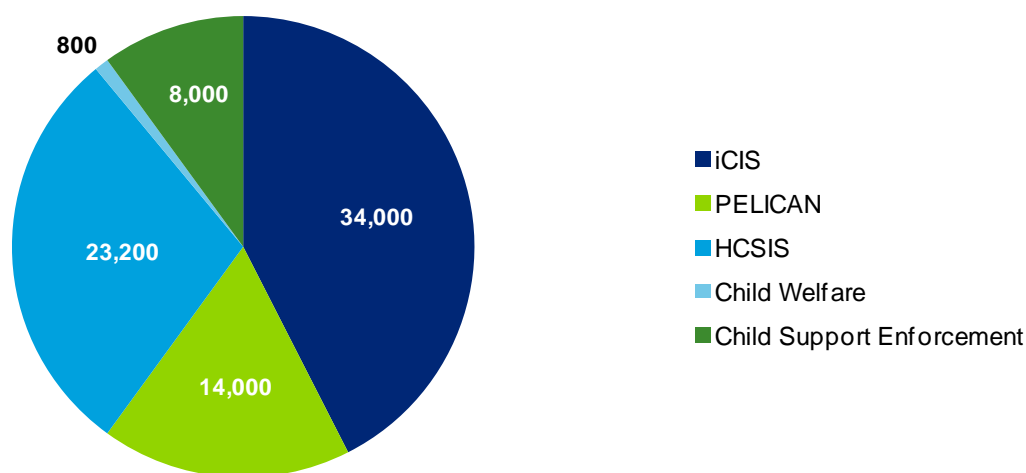
Figure 6.5-2. Deloitte Understands the Phases for the Lot 6 SDLC and the Major Deliverables Associated for Each Phase.

We will leverage the input deliverables detailing the business requirements to generate a work order listing cost and resource details, including:

- Total costs and hours of application/modification enhancement work.
- Itemized body of work to be completed based on specific work products/deliverables as appropriate for the Lot 6 offeror.
- Cost summary for the end deliverable which identifies resource classifications, quantity, and number of hours required to complete work product, and specific work products comprising the aforementioned Lot 6 offeror deliverables.

Deloitte understands DPW's Year 1 hour allocations across each of the in-scope systems and will deliver the required number of qualified and experienced resources to successfully carry out approved modifications within this hour allocation. We will consider the hours allocated across the enterprise to note where resources may need to be heavily allocated, keeping in mind that our practitioners have the transferrable skills to adapt to tasks across several of the in-scope systems and can be leveled in this manner to undertake large enhancements.

### DPW Year 1 Hour Allocations for Modifications and Enhancements



PA\_DPW-1362

**Figure 6.5-3. Modification Hours Allocation for each DPW Application for Next Year.**

Deloitte works with DPW to identify drivers of change and collaborate with DPW to implement the enhancements and modifications, which are in-line with the Enterprise Model.

Deloitte has current resource capacity available exclusively to provide a minimum of 500,000 hours of modification work, annually. While others will have to assemble a team of resources that have never worked together at DPW to provide the requested 80,000 hours of Lot 6 modifications services, we are prepared and equipped to begin delivering those services promptly.

A key tenet of our approach to enhancements is that our support of normal maintenance activities will not be impacted by modification/enhancement work; we will work with

DPW to carefully prioritize enhancements across the enterprise with the understanding that maintenance operations will not be interrupted from a cost, resource, or schedule perspective.

## Landscape of Overall Modification Business Drivers

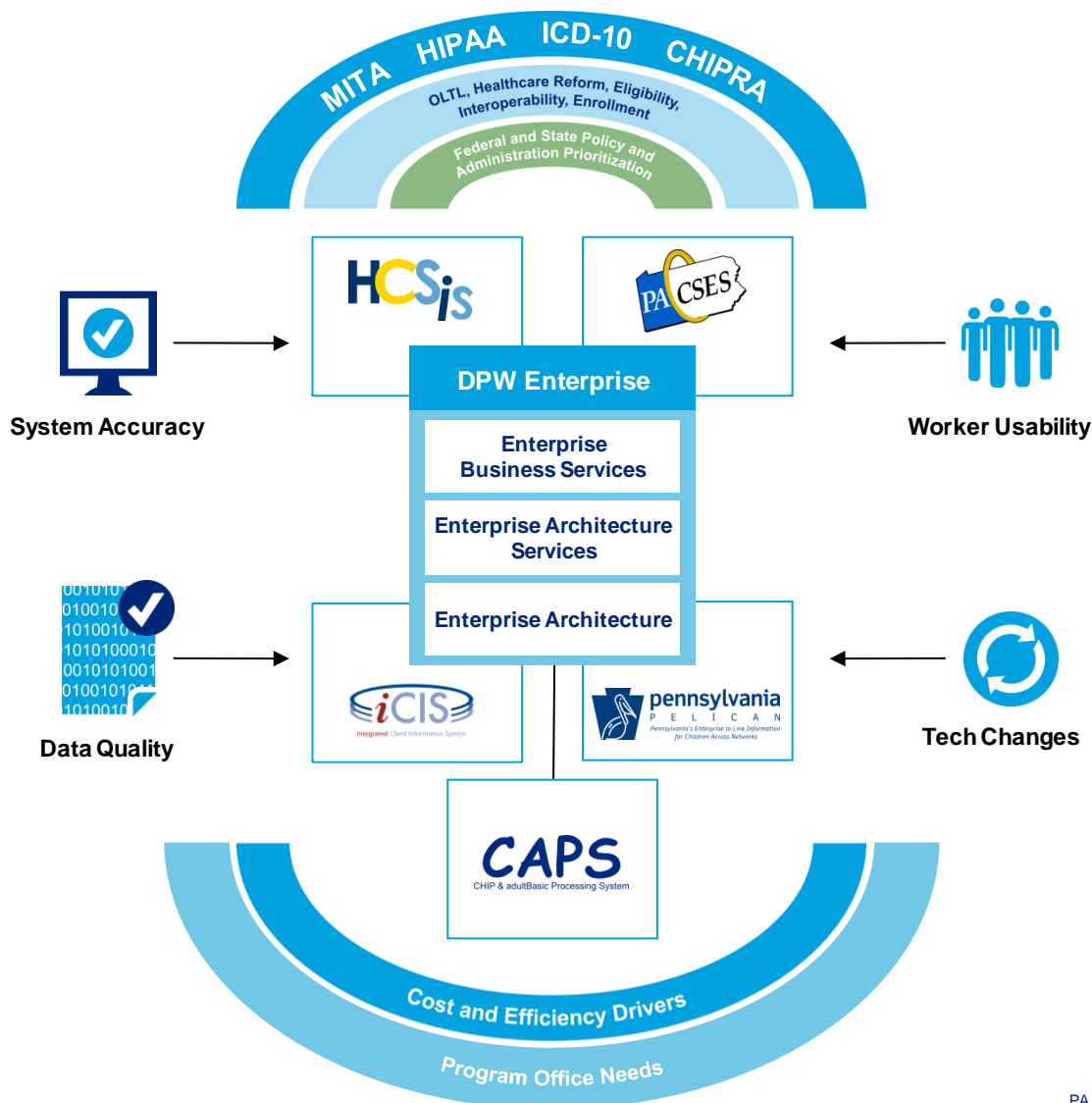
Figure 6.5-4 illustrates three major types of forces that drive modifications and enhancements within the DPW applications. Those forces can be categorized as follows:

- Transformative Policy Changes and Mandates
  - Healthcare Reform
  - Medicaid Information Technology Architecture (MITA)
  - Health Insurance Portability and Accountability Act (HIPAA)/International Classification of Diseases (ICD 10)
  - Children’s Health Insurance Program Reauthorization Act (CHIPRA)
- DPW Program Office Initiatives
- DPW System and Technology Drivers
  - Worker Usability
  - System Accuracy
  - Data Quality
  - Technology Changes

### Key Staff Spotlight Andy Demchak



*“Each day is a new challenge in finding the most efficient and effective solutions for OIM. It’s work that I’m proud to do because I know we’re making a difference for those who need it.”*



PA\_DPW-370\_6

**Figure 6.5-4. Drivers of Change.**

Deloitte works with DPW to identify drivers of change and collaborate with DPW to implement the enhancements and modifications, which are in-line with the Enterprise Model.

Transformative policy changes such as national Healthcare Reform, MITA, HIPAA/ICD10, and CHIPRA promise to bring sweeping changes to the way states administer healthcare, deliver services to citizens, and enhance and maintain systems.

Similar driving forces exist in the form of the varying missions of each stakeholder population acting upon the DPW enterprise – each of whom can impact the direction of a system enhancement and modification. We recognize the coordination needed to successfully navigate complex policy changes and multiple stakeholder groups and will work with DPW to seek both system compliance to new regulation while satisfying the service delivery needs across a vast enterprise of stakeholders.

Finally, the overarching characteristics of a successful system that are continuous forces upon DPW – system accuracy, worker usability, data quality, and technology



changes – remain critical to DPW’s success as new initiatives are undertaken and continue to act as significant drivers of change for the enterprise.

The sections below describes each of the change drivers in detail including the timelines for implementing the change, how it will impact DPW, and how Deloitte can work hand-in-hand with DPW to navigate myriad of changes.

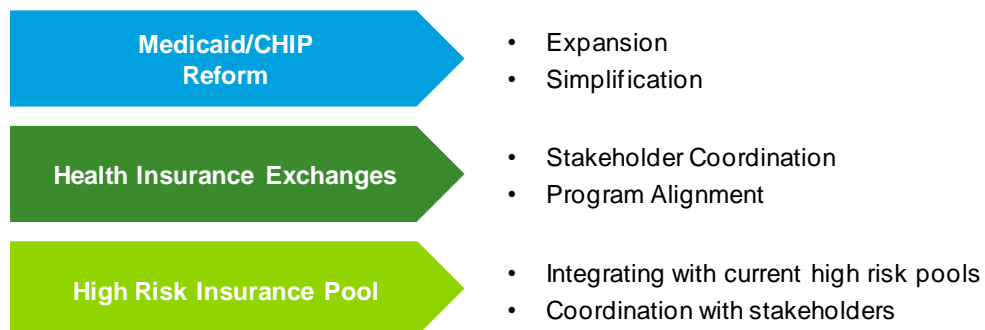
## Transformative Policy Changes and Federal Mandates

### Healthcare Reform

Health and Human Services agencies across the country are facing a myriad of new or changing policies requiring compulsory adoption in the coming years. Deloitte recognizes this challenge for states and has assembled its team of policy, business, and technology specialists to synthesize what each of these drivers for change means. Much of this legislation and policy will impact DPW in that they will eventually take the form of modifications to DPW’s systems.

The Patient Protection and Affordable Care Act (PPACA) will impose sweeping changes to DPW services and systems centering on three areas (depicted in the Figure 6.5-5 below): Medicaid reform and simplification of eligibility rules, the creation of a health insurance exchange, and the establishment of a temporary high-risk pool allowing medical coverage for uninsured citizens with existing medical conditions.

#### PPACA and Impacts to Integrated Eligibility and Service Delivery



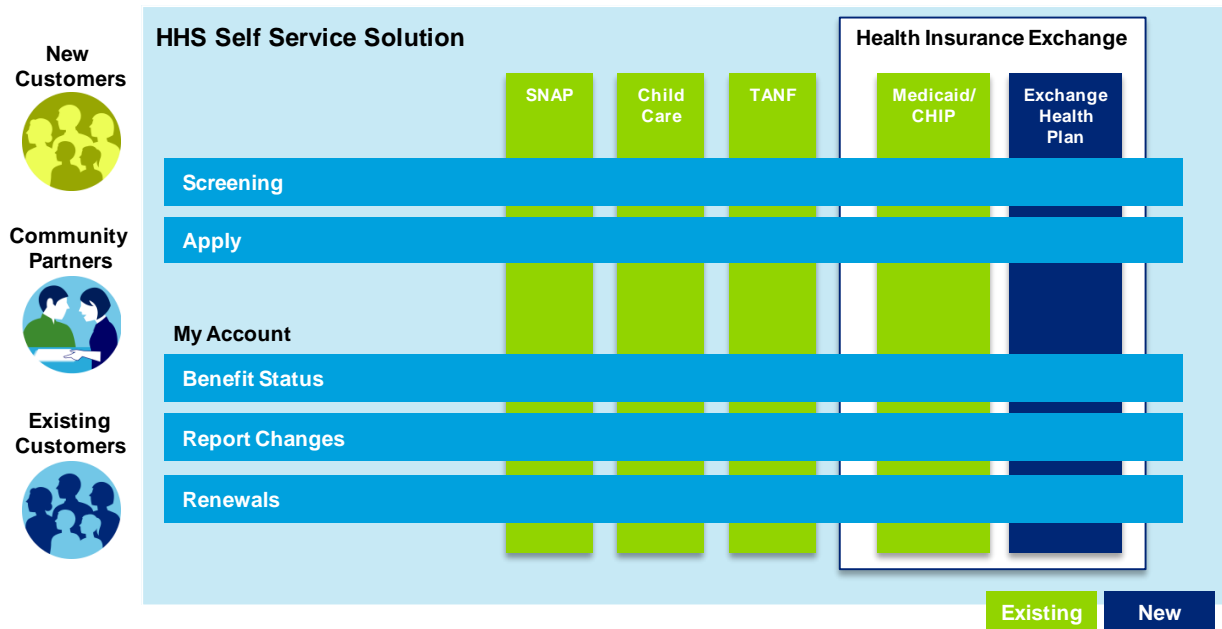
**Figure 6.5-5. Major Categories of Changes Related to Health Care Reform.**

Deloitte understands the changes that will be impacting DPW and thus can help DPW navigate through the changes.

PA\_DPW-932

On the surface, adapting to these changes requires an expansion in technology services and software applications, expanded support staff, and increased administrative responsibilities. Deloitte can help DPW reduce this burden by integrating services across the enterprise and leveraging existing assets and business processes to comply with healthcare reform requirements thus reducing total cost of implementation.

## Our Healthcare Reform POV: Leveraging Existing State Assets



PA\_DPW-933\_2

**Figure 6.5-6. Deloitte Leverages Existing HHS State Assets.**

Deloitte works with DPW to identify and build upon the blocks that are already there to address the policy changes.

Deloitte’s understanding of both healthcare reform and the current DPW enterprise places us in the unique position to team with DPW in delivering these system changes. Our policy and program specialists have published their research in the form of Points-of-View (POVs) which we will share with DPW as part of the knowledge sharing and design processes. An example of this knowledge, centering on the establishment of a health insurance exchange, involves using DPW’s existing self-service portal, COMPASS, to allow citizens access to the screening tools and applications for medical coverage.

We understand the long-term implications of healthcare reform in both the volume of system enhancement required as well as the impact to the fundamental services offered to Commonwealth citizens. We will work with DPW to prioritize its enhancement efforts in alignment with the DPW vision to achieve federal compliance and maintain the DPW enterprise vision.

### Have you heard?

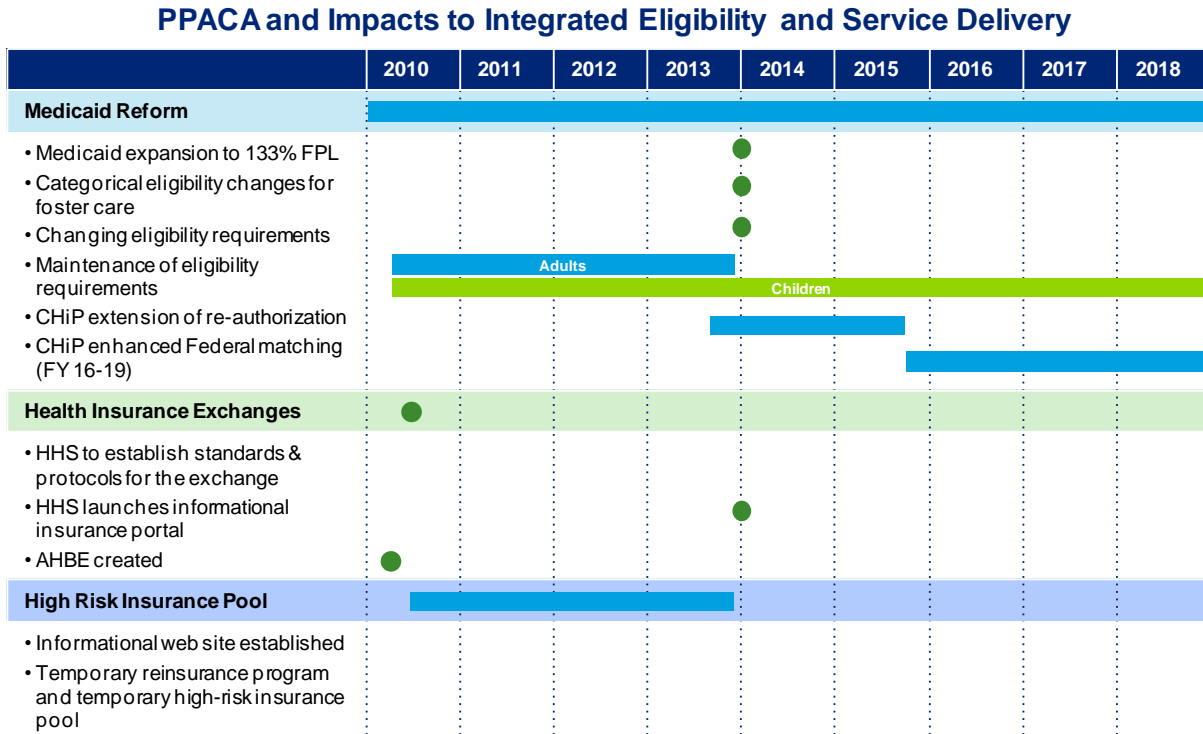
Deloitte has a national group that researches and stays abreast of all the federal policy changes. The Deloitte Center for Health Solutions (DCHS) is the health services research arm of Deloitte LLP. The goal is to inform all stakeholders in the health care system about emerging trends, challenges, and opportunities using rigorous research. The research is focused in three major areas:

- Health policy and health reforms in the US health care system
- Disruptive innovations that result in innovative solutions to improve efficiency and effectiveness
- Consumerism, incorporating how end users of health goods and services think and behave

We leverage this group and the findings to help our clients and DPW stay ahead of industry trends and challenges.



Figure 6.5-7 decomposes the major tasks within the healthcare reform act to illustrate the timelines set forth by law. By reviewing these timelines it becomes evident that significant coordination will be required across DPW stakeholders, program offices, and vendors to successfully achieve full compliance and deliver these increased services to citizens. The green dots on the timeline graphic below illustrates by when states need to be ready to comply with the changes set forth in the Healthcare Reform.



PA\_DPW-934

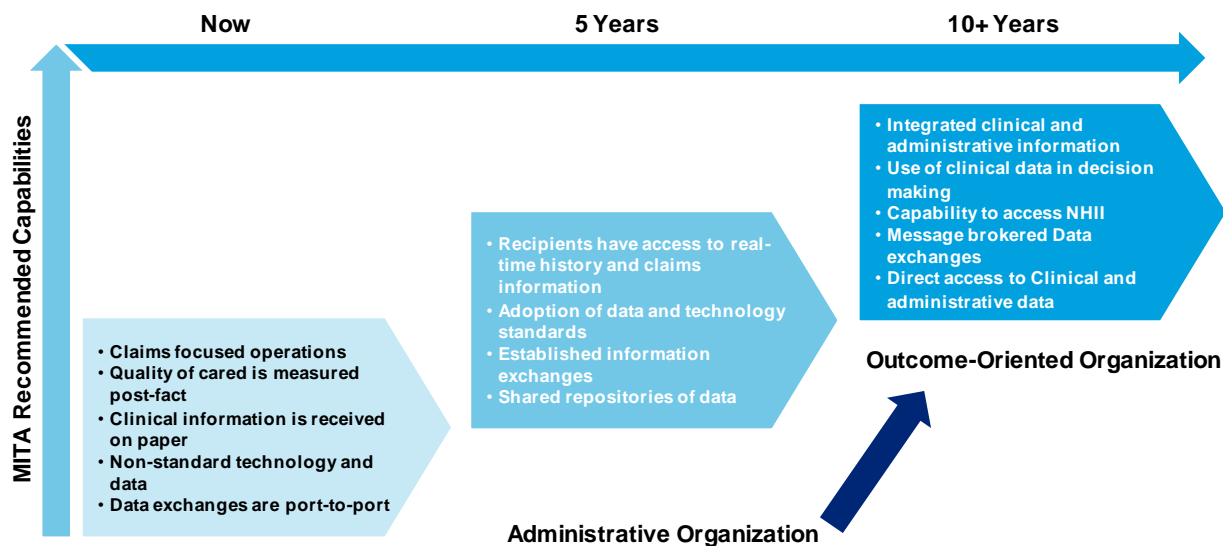
**Figure 6.5-7. Healthcare Reform Timelines.**

In order to comply with the federal Healthcare reform timelines, Deloitte understands that a significant amount of work needs to be done over the next few years and will continue to work with DPW to meet these deadlines.

## Medicaid Information Technology Architecture (MITA)

The MITA initiative, intended to foster service integration and coordination across state Medicaid systems, has significant impacts on the trajectory of Medicaid program delivery, interaction across the Medicaid enterprise integration with broader human services programs in DPW’s IT Portfolio, and DPW’s overall abilities to react to the changing landscape of healthcare delivery. Deloitte understands that DPW has already undertaken MITA state self-assessments in order to determine its current landscape and future trajectory.

MITA provides a 10 + year vision for Medicaid Transformation. The high-level timeline and key milestones are identified in Figure 6.5-8 below.



PA\_DPW-935

**Figure 6.5-8. MITA Changes Over Next 10 years**

Based on the MITA changes, Deloitte recognizes the significant impact to DPW and will work with DPW to implement modifications to the applications that are in compliance with MITA.

As DPW continues down the MITA path, Deloitte will leverage the power of our national HHS and State Health Care practice to provide resources to assist in your MITA evolution. We will work with DPW to accomplish the following goals:

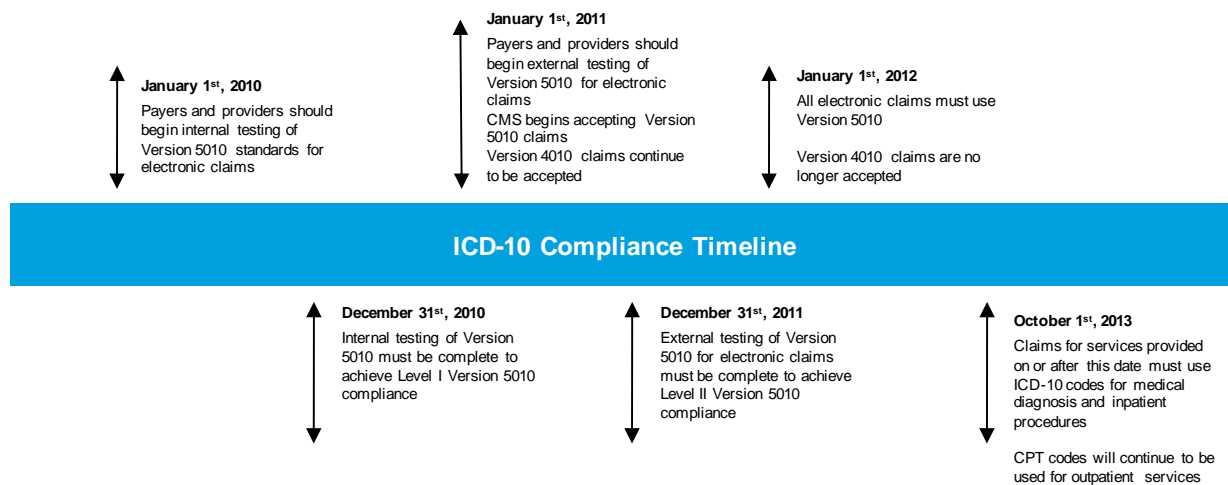
- Envision and maintain MITA blueprint models and roadmaps describing the path to higher MITA Maturity Model (MMM) levels
- Translate SS-A maturity goal requirements into general design artifacts spanning the DPW Medicaid enterprise
- Ultimately, foster increased cross-program interaction by delivering SOA-based solutions to DPW systems

“The leadership and international experience Deloitte has in this area made them a natural fit to provide training opportunities for health plans.”

**Karen Ignagni,**  
President and CEO of AHIP

## HIPAA/ICD 10

The ICD-10 transition affects citizens covered by the HIPAA act and those submitting Medicare claims, resulting in DPW system and business changes with a targeted go-live date October 1<sup>st</sup>, 2013 (depicted in Figure 6.5-9 below). We will work with DPW to transition smoothly into ICD-10 compliance and foster a strategic vision going forward to increase economies of service and pinpoint areas of need and areas for improvement.



**Figure 6.5-9. HIPAA/ICD 10 Timelines.**

DPW will have to make significant changes to the existing systems that are in-line with the ICD 10/HIPAA rules over the next three years.

PA\_DPW-936

Deloitte has established an ICD-10 timeline and ICD-10 Compliance Accelerators to share with DPW and ultimately improve coordination of healthcare services across the Commonwealth using ICD-10 data to better pinpoint populations and the services they are receiving

Have you heard?

America's Health Insurance Plans (AHIP) selected Deloitte to be a provider of subject matter experience, knowledge and training content related to ICD-10 and HIPAA 5010 compliance learning.



## ***Children's Health Insurance Reauthorization Act (CHIPRA)***

The Children's Health Insurance Program Reauthorization represents a significant increase in medical coverage to children and also federal funding to states to deliver this increase. This act also establishes a performance bonus system that measures the enrollment levels across states with bonuses being award to states with significant enrollment increases. Deloitte's understanding of CHIPRA and DPW will facilitate the following goals:

---

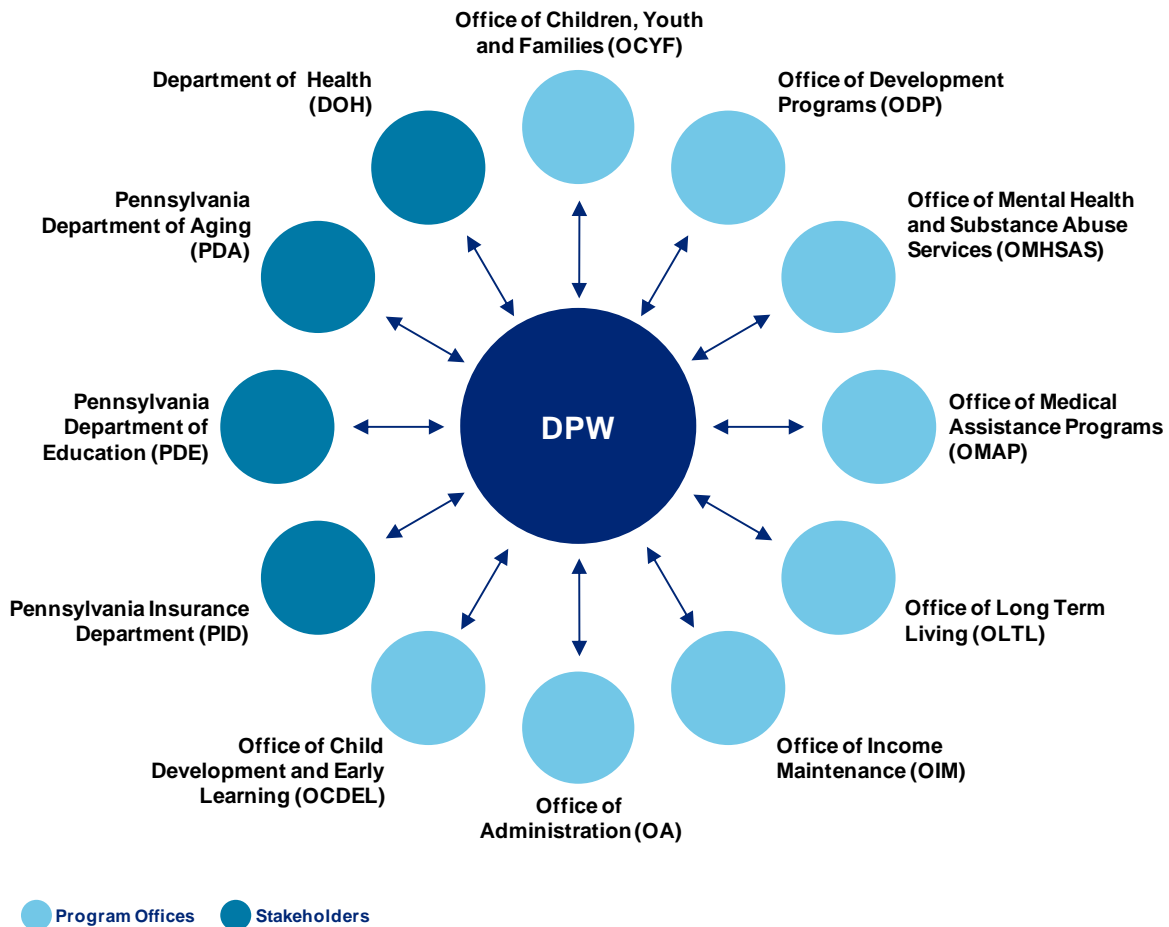
CHIPRA will maintain the CHIP program through 2019, with a 23% increase (up to a maximum of 100%) in the state's CHIP match rate beginning in FY2015.

- Support DPW in complying with new CHIPRA measures including dental coverage and Pediatric Quality Measures Program.
- Support Commonwealth in seeking any needed adjustment to FY2010 allotment for expansion.
- Help DPW employ the "Express Lane" functionality to increase enrollment for already-eligible children, thereby achieving performance targets.

## DPW Program Office Initiatives

Deloitte is familiar with DPW’s organization. There are eight program offices (POs) that represent various interests within the scope of this procurement, as depicted in the Figure 6.5-10 below.

### Stakeholder Coordination is a Key Component to Successfully Enhancing the DPW Enterprise



PA\_DPW-937\_2

**Figure 6.5-10. DPW Stakeholders – Program Offices.**

Deloitte understands the eight DPW Program Offices that will drive and support enhancement and modification to the applications.

When it comes to undertaking large system enhancements, understanding stakeholder needs becomes a paramount task and a key indicator of success. Deloitte has experience working with each of the eight DPW program offices and will continue to collaborate with program offices and other stakeholders as they are impacted by system enhancements.



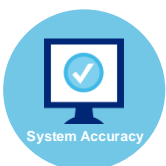
## DPW System and Technology Drivers

Outside policy compliance and the varying interests of stakeholders, there exist several system-related goals that must be kept at the forefront of each enhancement to DPW systems. As the Lot 6 offeror, we will integrate these qualities into our general requirements and design documentation to continuously improve the system quality for both workers and Commonwealth citizens.



PA\_DPW-739

**Worker Usability.** As updates to DPW systems are implemented, system adoption becomes a key consideration: a system’s enhancement is only as valuable as the amount of acceptance it gains from its users. Deloitte works with DPW, Lots 1-5 vendors, and the Lot 7 vendor to develop 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 DPW and its workers.



PA\_DPW-740

**System Accuracy.** We recognize that the accuracy of the systems within the DPW enterprise is of paramount importance to the Department. As DPW continues to expand its benefit footprint in light of program and policy changes, the correct execution of the systems’ eligibility determinations, child support calculations, and the many other core business functions will remain a key indicator of DPW and Deloitte’s success.



PA\_DPW-741

**Data Quality.** In tandem with system accuracy, data quality comprises what users may describe as the “trust worthiness” of the system. Field workers and management staff must be able to stand by the data and results of DPW systems and reports, and Deloitte understands that this must be a consideration throughout each enhancement/modification undertaken in collaboration with DPW. Through our use of the Software Development Methodology (SDM) and management of the Software Development Life cycle (SDLC), we employ proven, repeatable processes to capture and synthesize accurate and valuable data without negatively impacting existing data.



PA\_DPW-742

**Technology Changes.** As technologies continue to evolve and bring promise of improved business results to adoptees, Deloitte works with DPW, Lots 1-5 vendors and the Lot 7 vendor to understand and assess new technologies in a very specific context – what will achieve the agencies’ goals of increased economies of service, reduced costs, expansion of enterprise services, and improved customer service? This question will be at the forefront of our analysis as we leverage our knowledge of Health and Human



Services (HHS) business processes, overarching agency challenges, and cutting edge technologies to assist the Commonwealth in continuing to be a leader in the successful delivery of HHS services.

To address the identified business drivers, Deloitte has the experience, knowledge, and right tools to continue to help drive DPW higher. Not only do we have the right people with right experience, we have numerous projects around the nation from which we bring the lessons learned to DPW. By leveraging of our current projects around the nation, we are able to document lessons learned along with leading practices and share them with DPW.

## Our Understanding of Major Initiatives across Lots for Upcoming Years

In addition to major policy-influenced enhancements, we recognize that DPW has many mission critical initiatives already underway within the Department. However, there are significant plans over the term of this contract to expand these applications and the enterprise services. Each of these modifications has the potential to move DPW forward in their mission to better serve the citizens of the Commonwealth. At the same time, if not done properly, these modifications could severely impact the existing functionality of the systems, benefits to existing recipients and impact to those yet to be found eligible.

Deloitte's comprehension of these enhancements, in tandem with our hands-on experience with the five major DPW systems and its enterprise architecture, offers us a significant advantage to team with DPW to expedite the process of designing and implementing large system changes. The table below describes a subset of these changes as found in the RFP, our understanding of them in context with DPW's mission organized by each Lot, how Deloitte can support the initiative, and what change drivers the initiative addresses.

### Lot 1 Eligibility System Initiatives

Deloitte has intimate knowledge of the business needs for upcoming initiatives related to the Lot 1 – Eligibility System. Along with the policy and federal changes, we understand that the growing trend in reduction of workforce and increase in caseloads is resulting in implementing initiatives for Lot 1 that address cost reduction and efficiency. The following table identifies a sample set of system initiatives from your Eligibility Systems Initiatives that map to the change drivers discussed earlier. Deloitte understands the need for these initiatives and can assist DPW in their implementation leveraging some of our past experiences and resources available.



Foreseen Initiatives	What this means for DPW	How Deloitte’s Approach Supports DPW Vision	Change Driver it Addresses
<b>COMPASS Attaching Scanned Documents</b>	<ul style="list-style-type: none"> <li>Will enable citizens and community partners to upload electronic verifications for COMPASS applications/renewals.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has integrated document management solutions with online applications in other States and will bring these experienced resources to guide DPW through COMPASS modifications for electronic verifications.</li> </ul>	<ul style="list-style-type: none"> <li>Worker Usability</li> <li>Technology Changes</li> <li>System Accuracy</li> </ul>
<b>Imaging Improvements</b>	<ul style="list-style-type: none"> <li>Will streamline the client case imaging process saving time and optimizing CAO resources.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has an intimate knowledge of your existing processes and is able to leverage this in reviewing the change requests and discussing any further process improvements that may realize efficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>Worker Usability</li> <li>Data Quality</li> <li>System Accuracy</li> </ul>
<b>IVR (Integrated Voice Response)</b>	<ul style="list-style-type: none"> <li>Will automate part of the call-in process resulting in reduced call times and more time for customer service representatives to focus on other case management activities.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has integrated IVR functionality at other clients leveraging existing services from their SOA infrastructure leading to a reduced cost of ownership and can bring these same innovative ideas to DPW.</li> </ul>	<ul style="list-style-type: none"> <li>Worker Usability</li> <li>Technology Changes</li> </ul>

Figure 6.5-11. Deloitte Understands Upcoming Initiatives for Lot 1 - Eligibility System.



Based on our understanding of your needs and our experience working with you over 32 years, we believe that the Lot 1 will have to also consider the following initiative(s) in addition to the ones that are outlined in the RFP:

Foreseen Initiatives	What this means for DPW	How Deloitte's Approach Supports DPW Vision	Change Driver it Addresses
<b>CHIP Special Needs Referrals for MA Eligibility</b>	<ul style="list-style-type: none"> <li>CAPS contractors will be able to flag a CHIP enrollee as a potential candidate to be referred to MA for eligibility determination.</li> <li>Leverage the existing CAPS, COMPASS, eCIS, and CIS interface to electronically transfer a CHIP to MA PH-95 referral with the inclusion of up to 5 additional data elements.</li> <li>Ability to report on the "Children with Special Needs" referrals out of CAPS and CIS.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte knows the systems well and understands the complexities associated with making this change. We will leverage our experience as well as our resources, who have intimate knowledge and skill-sets for this change, to implement this initiative.</li> </ul>	<ul style="list-style-type: none"> <li>Worker Usability</li> <li>System Accuracy</li> </ul>

Figure 6.5-12. Based on Our Experience with DPW, Deloitte Recognizes Additional Initiatives, Beyond Identified in the RFP That Would be Needed for Lot 1 - Eligibility System.

## Lot 2 initiatives – Provider Management

We understand that DPW is focused on creating opportunities for the Commonwealth's youngest children to develop and learn to their fullest potential. By developing an effective early childhood education system with high standards for programs and professionals, supports to meet these standards, accountability and community engagement, OCDEL is helping PA's children, families, teachers and communities reach their promise. Deloitte understands the priorities of OCDEL: Establish and support Early Learning Programs, improve capacity and quality of Early Learning Programs, confirm access, engage and educate parents, and achieve full coordination between systems.

The following table identifies a sample set of system initiatives from your Provider Management System Initiatives that map to the change drivers discussed earlier. Deloitte understands the need for these initiatives and can assist DPW in their implementation leveraging some of our past experiences and resources available.



Foreseen Initiatives	What this means for DPW	How Deloitte’s Approach Supports DPW Vision	Change Driver it Addresses
<b>Early Learning Network</b>	<ul style="list-style-type: none"> <li>Will expand the Early Learning Network by integrating PELICAN with TIMS (Teacher Management System) to centralize early learning educator’s information.</li> </ul>	<ul style="list-style-type: none"> <li>The integration of PELICAN and TIMS will involve the addition of a new web service to the DPW infrastructure which is something Deloitte has done numerous times in the past and is positioned to successfully complete in the future.</li> </ul>	<ul style="list-style-type: none"> <li>Data Quality</li> <li>System Accuracy</li> </ul>
<b>PELICAN Adhoc Reporting</b>	<ul style="list-style-type: none"> <li>This initiative will move PELICAN data into the data repository and apply the Cognos Ad Hoc Reporting tools (Cognos Reports Studio and Query Studio) for data flexible reporting capabilities</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has an entire Information Management practice dedicated to the extraction, transformation and loading of data from one system to a warehouse for reporting purposes and will be able to leverage this depth of resources to successfully support the implementation of this system initiative for DPW.</li> </ul>	<ul style="list-style-type: none"> <li>Data Quality</li> <li>System Accuracy</li> <li>Worker Usability</li> </ul>

**Figure 6.5-13. Deloitte Understands Upcoming Initiatives for Lot 2 – Provider Management.**

Based on our understanding of your needs and our experience working with you over 32 years, we believe that the Lot 2 will have to also consider the following initiative(s) in addition to the ones that are outlined in the RFP:

Foreseen Initiatives	What this means for DPW	How Deloitte’s Approach Supports DPW Vision	Change Driver it Addresses
<b>Frequent Data Warehouse Refresh</b>	<ul style="list-style-type: none"> <li>Refresh of the Data Warehouse to provide more frequent refreshes of data and clear delineation of the usage of BIS reporting repositories.</li> </ul>	<ul style="list-style-type: none"> <li>.Deloitte understands the challenges, both business as well as technical. Deloitte has established Information Management (IM) group and resources. These resources can be leveraged to help gather clear requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Data Quality</li> </ul>

**Figure 6.5-14. Based on Our Experience with DPW, Deloitte Recognizes Additional Initiatives, Beyond Identified in the RFP That Would be Needed for Lot 2 – Provider Management.**



## Lot 3 – Case Management

Case management applications, including HCSIS, have consistently required new functionality and changes to meet CMS mandates that have required improvements in data collection and reporting, quality assurance, financial management of services, provider oversight, and needs assessment. These changes have generated significant project change initiatives for case management applications used by DPW and have involved broad technical changes as well as far-reaching application support requirements. Deloitte recognizes that the management of these applications requires a maximum amount of flexibility in planning, design, and implementation to address the needs of this turbulent climate of change. The following table identifies a sample set of system initiatives from your Case Management System Initiatives that map to the change drivers discussed earlier. Deloitte understands the need for these initiatives and can assist DPW in their implementation leveraging some of our past experiences and resources available.

Foreseen Initiatives	What this means for DPW	How Deloitte's Approach Supports DPW Vision	Change Driver it Addresses
<b>External Source Data Uploads</b>	<ul style="list-style-type: none"> <li>Will provide the ability to load information into HCSIS from external sources through data exchanges.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte understands that data from external sources can be of various qualities and in different formats. We understand how to develop data exchange functionality that is generic and service based achieving efficiencies but at the same time customized for the particular data source to achieve flexibility.</li> </ul>	<ul style="list-style-type: none"> <li>Data Quality</li> <li>Worker Usability</li> </ul>
<b>Consumer Demographic Merge Utility</b>	<ul style="list-style-type: none"> <li>Will allow end users to merge clients in HCSIS when duplicate demographics records are identified.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has implemented merging and de-duplication in many systems and has experience working with master client indexes. This experience is something we bring to the table to help DPW implement effective client merge functionality without jeopardizing data integrity.</li> </ul>	<ul style="list-style-type: none"> <li>Worker Usability</li> <li>Data Quality</li> <li>System Accuracy</li> </ul>
<b>HCSIS-Corticon Integration</b>	<ul style="list-style-type: none"> <li>Will enable integration with a common rules engine (Corticon®) resulting in efficiencies in maintaining system business rules from a resource and process perspective.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has an established relationship with Corticon® and understands the requirement in integrating their solution. We will leverage this relationship and experience to provide a more accurate HLE and cost-effective way to integrate Corticon® with DPW's HCSIS solution.</li> </ul>	<ul style="list-style-type: none"> <li>Worker Usability</li> <li>System Accuracy</li> <li>Technology Changes</li> </ul>

Figure 6.5-15. Deloitte Understands Upcoming Initiatives for Lot 3 – Case Management.



Based on our understanding of your needs and our experience working with you over 32 years, we believe that the Lot 3 will have to also consider the following initiative(s) in addition to the ones that are outlined in the RFP:

Foreseen Initiatives	What this means for DPW	How Deloitte’s Approach Supports DPW Vision	Change Driver it Addresses
<p><b>Executive Dashboard Expansion</b></p>	<ul style="list-style-type: none"> <li>Enhance the Executive Dashboard to include targeted Certification, PA Pre-K Counts, Keys to Quality, Tiered Reimbursement and CCIS information for the purposes of answering executive level questions specific to those program areas and/or to provide a more holistic picture of the OCDEL PELICAN programs.</li> </ul>	<ul style="list-style-type: none"> <li>.Deloitte understands why this is important for the management and how this would provide them with a quick view of we quality statues</li> </ul>	<ul style="list-style-type: none"> <li>Data Quality</li> <li>System Accuracy</li> </ul>

**Figure 6.5-16. Based on Our Experience with DPW, Deloitte Recognizes Additional Initiatives, Beyond Identified in the RFP That Would be Needed for Lot 3 – Case Management.**





## Lot 4 – Child Welfare

Deloitte understands DPW's main goal to automate Child Welfare programs and leverage existing assets to upgrade the technology and evolve into a human services enterprise system using a services oriented architecture (SOA) strategy. The following table identifies a sample set of system initiatives from your Automated Child Welfare System Initiatives that map to the change drivers discussed earlier. Deloitte understands the need for these initiatives and can assist DPW in their implementation leveraging some of our past experiences and resources available.

Foreseen Initiatives	What this means for DPW	How Deloitte's Approach Supports DPW Vision	Change Driver it Addresses
<b>Create a Child Welfare Data Reference Model as a preliminary blueprint for the Offeror of Lot #6 to create a General Systems Design (GSD) and Systems Requirements Document (SRD) for a Child Welfare central data repository and associated systems interfaces</b>	<ul style="list-style-type: none"> <li>Will provide the data reference model using NIEM standards which will be the foundation for the new automated Child Welfare System.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has a practice that specializes in NIEM standards implementation and will be able to provide knowledgeable resources to DPW to assist in the development of a NIEM compliant reference model.</li> </ul>	<ul style="list-style-type: none"> <li>Data Quality</li> </ul>
<b>Define and validate County Interface Requirements</b>	<ul style="list-style-type: none"> <li>Develop the interface requirements for establishing data exchanges between the Child Welfare and external systems using existing interface technologies available at DPW when able.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has developed many interfaces between DPW and external systems and is very familiar with the standards followed at DPH (data security, architecture, transmission methods, etc). We will be able to apply this knowledge to quickly produce an accurate detailed system design with minimal need for rework after architecture review boards.</li> </ul>	<ul style="list-style-type: none"> <li>Data Accuracy</li> <li>Data Quality</li> </ul>

Figure 6.5-17. Deloitte Understands Upcoming Initiatives for Lot 4 – Child Welfare.

## Lot 5 – Child Support Enforcement

Over the past years, Deloitte has teamed with DPW to bring PACSES to the forefront of the states in-terms of meeting federal requirements and has been fully certified since 2001. But with the change in policies and mandates, Deloitte understands that these changes continue to require enhancements that conform to changing federal and state regulations and to support business process improvements. The following table identifies a sample set of system initiatives from your Child Support Enforcement System Initiatives that map to the change drivers discussed earlier. Deloitte understands the need for these initiatives and can assist DPW in their implementation leveraging some of our past experiences and resources available.

Have you  heard?

PA Child Support Portal  
chosen as a finalist for 2010  
*Recognition Awards for  
Outstanding Achievement in  
the Field of Information  
Technology* by NASCIO.

Foreseen Initiatives	What this means for DPW	How Deloitte's Approach Supports DPW Vision	Change Driver it Addresses
<b>Detailed Plan for Incremental Renewal Approach</b>	<ul style="list-style-type: none"> <li>Will result in the approach to incrementally migrate the PACSES system from older outdated technology to a new more maintainable platform while avoiding any disruption in client service administration.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte understands the importance of service continuity and has developed approaches to incrementally updating a system while keeping costs from redundant code/processes at a minimum.</li> </ul>	<ul style="list-style-type: none"> <li>Technology Changes</li> </ul>
<b>Debt Type Consolidation</b>	<ul style="list-style-type: none"> <li>Will consolidate the PACSES debt type codes into categories resulting in improved usability and ease of maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>It is important to look at the consolidation of codes from a business process perspective but also from a system use perspective to identify the new categories that provide the most user-intuitive experience going forward. Deloitte understand both the business and systemic drivers and is well positioned to assist DPW in this effort.</li> </ul>	<ul style="list-style-type: none"> <li>Worker Usability</li> <li>Data Quality</li> </ul>

Figure 6.5-18. Deloitte Understands Upcoming Initiatives for Lot 5 – Child Support Enforcement.



Based on our understanding of your needs and our experience working with you over 32 years, we believe that the Lot 5 will have to also consider the following initiative(s) in addition to the ones that are outlined in the RFP:

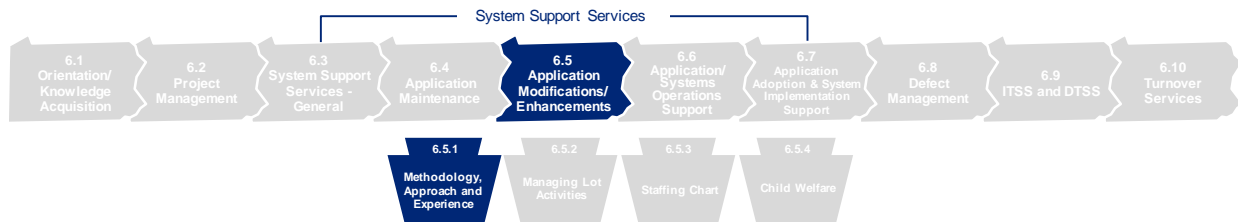
Foreseen Initiatives	What this means for DPW	How Deloitte's Approach Supports DPW Vision	Change Driver it Addresses
<b>Predictive Analytics Implementation and Adoption</b>	<ul style="list-style-type: none"> <li>Will provide a data mining solution to assist with predicting the behavior of non-custodial parents potentially including the likelihood of paying child support or becoming in arrears</li> </ul>	<ul style="list-style-type: none"> <li>Provide a data mining solution that address various data exploration techniques</li> <li>Apply statistical techniques (like regression) after knowledge discovery phase is completed.</li> <li>Quantify and synthesize relationships found during knowledge discovery</li> <li>Establish the Target Variable: what the model is predicting, e.g., likelihood of the non-custodial parent to begin paying court mandated child support</li> <li>Establish Independent Variables: the various risk characteristics that are used to predict the target variable</li> <li>Develop the Scoring Engine</li> </ul>	<ul style="list-style-type: none"> <li>Increase Performance incentives</li> <li>Improve collections</li> <li>Improve case management techniques</li> </ul>

**Figure 6.5-19. Based on Our Experience with DPW, Deloitte Recognizes Additional Initiatives, Beyond Identified in the RFP That Would be Needed for Lot 5 – Child Support Enforcement.**

Our understanding of these and other DPW initiatives allows us to develop a bird's eye view of DPW's projects that is used to coordinate efforts and resources across the enterprise. It is this understanding that will empower us to facilitate stakeholder agreement, gain user buy-in, and develop an enterprise-wide collection of systems design with which to progress forward.

Deloitte continues to grow its relationship with DPW and undertake significant and meaningful system modifications and enhancements that are on the horizon.

## 6.5.1 Methodology, Approach and Experience



PA\_DPW-205a\_6

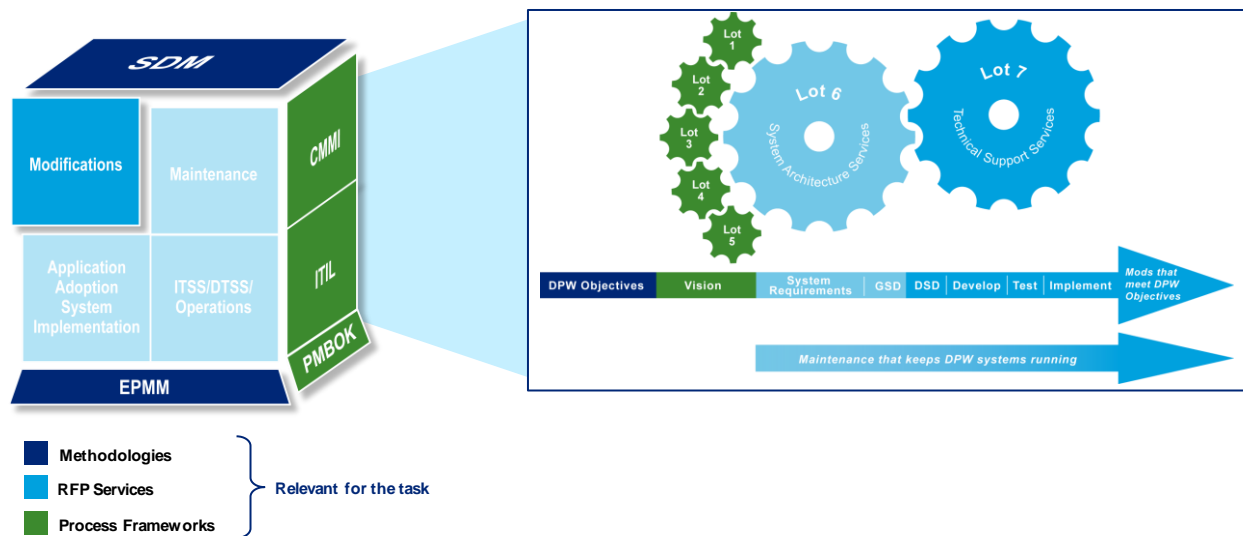
<b>II</b>	Page <b>II-2</b>	RFP Reference: II-3. Work Plan
-----------	---------------------	--------------------------------

Where possible, the Offeror should provide specific examples of methodologies or approaches that will be used to fulfill the various requirements, how these methodologies will be adapted for this contract and implemented, and examples of the Offeror's similar experience and approach on comparable projects. This discussion should include a description of Offeror's experience with Service Oriented Architecture (SOA) methodologies, Enterprise Architecture (EA) methodologies, large-scale, complex system takeovers, implementations, maintenance and operations, and turnovers, as appropriate. This discussion should also include a description of the Offeror's experience and methodologies associated with strategy and planning, application support services, and, systems architecture services, technical services when relevant to the proposed Lot(s).

### Methodology

We use DPW's IT Methodology, and specifically SDM and EPMM, to drive the feasibility, systems requirements and general system design for application modifications and new application enhancements. Deloitte brings resources to DPW that have experience with national HHS programs, policies and operations. It is these skill sets that are needed to properly conduct the activities of the methodology. By leveraging this HHS knowledge, our team is able to ask the appropriate questions during feasibility studies and systems requirement sessions, and is able to translate those requirements into sound general system designs.

SDM provides a structured approach that maintains technology standards and guidelines, enables enterprise level solutions and fosters reusability across the DPW architecture. EPMM provides for consistent management and control disciplines consistently throughout project task groups in the form of structured controls to manage risk, monitor quality, measure performance, and maintain the project schedule. These methodologies and the application of the CMMi, ITIL and PMBOK process frameworks are the key components that comprise our Modification Methodology, which we depict in Figure 6.5-20.



PA\_DPW-162b\_8

**Figure 6.5-20. Application Modification Methodology.**

We use DPW's structured SDM and EPMM methodologies and extend with industry process frameworks to improve our performance and reduce budget, schedule and cost risks while implementing modifications.

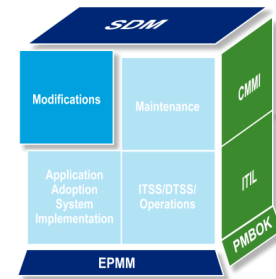
We extend DPW's methodologies with process frameworks and Deloitte's internal investments to application development to better meet DPW's vision and improve service to stakeholders and users, while lowering our overall life cycle costs over time. We further describe below the two process frameworks, CMMi and ITIL, as well as how Deloitte's internal SDLC and Project Management methodologies aligning with DPW's SDM and EPMM provides benefits to DPW.

- **CMMi.** Capability Maturity Model Integration (CMMi) is one of the most effective models available to improve the software development process within and outside of an organization. Originally developed by The Software Engineering Institute or the SEI, it is intended to integrate software and system disciplines. We incorporate this framework to minimize risks, provide consistency, repeatability and predictability, and measurable means for improvement for software development project. The model also allows for continues improvement by allowing project to capture “Lessons Learned” and providing a means of incorporating the changes in subsequent run of the SDLC process.
- **ITIL.** The IT Infrastructure Library (ITIL) version 3 (and version 4 upon its release) will provide focus throughout the modification process in facilitating business change and transformation to DPW's vision while implementing the specific modifications and enhancements. We incorporate the ITIL service life cycle to improve our performance and productivity, reduce costs and provide better service to DPW stakeholders and user groups.
- **Deloitte Internal SDLC and Project Management Methodologies.** DPW's SDM is consistent with Deloitte's internal SDLC and project management methodologies called the Systems Development Playbook and Project Management Methods (PMM4) respectively. We have used these methodologies together on more than 200 Public Sector IT projects including HHS projects of similar size, scope and complexity

to DPW. It is based on a set of processes, tools, and artifacts to support a structured approach to application development and its management throughout a project's life cycle. While we use DPW's methodology, we incorporate artifacts, templates, tools, practices and lessons learned for our Public Sector IT projects within a framework of continuous improvement.

## ***Systems Development Methodology (SDM)***

DPW's SDM consists of phases from Feasibility to Completion, of which the Lot 6 offeror is responsible for activities starting with the Feasibility, continuing with Systems Requirements and finishing with the General System Design phase. It comprises a set of processes, tools, and artifacts to define and design modifications and new system enhancements.

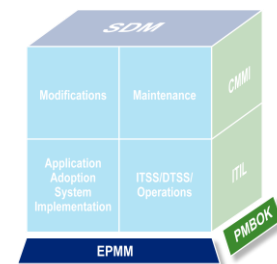


We extend the DPW SDM with a Services Oriented Architecture thread that helps us better meet DPW's stated objectives and expectations with each modification or enhancement. The SDM is infused with SOA design principles and provides guidance throughout the life cycle for modifications and enhancements.

Further, we propose a SDM that includes a framework for continuous improvement that is consistent with CMMi principles to support our ability to continue to produce stable DPW strategic business systems while lowering overall life cycle costs. It includes Level 3 mature processes that incorporate the collection of process and performance metrics from which our project and quality management teams infuse metrics driven process improvements in alignment with SDM process areas and DPW goals and objectives.

## ***Enterprise Project Management Methodology (EPMM)***

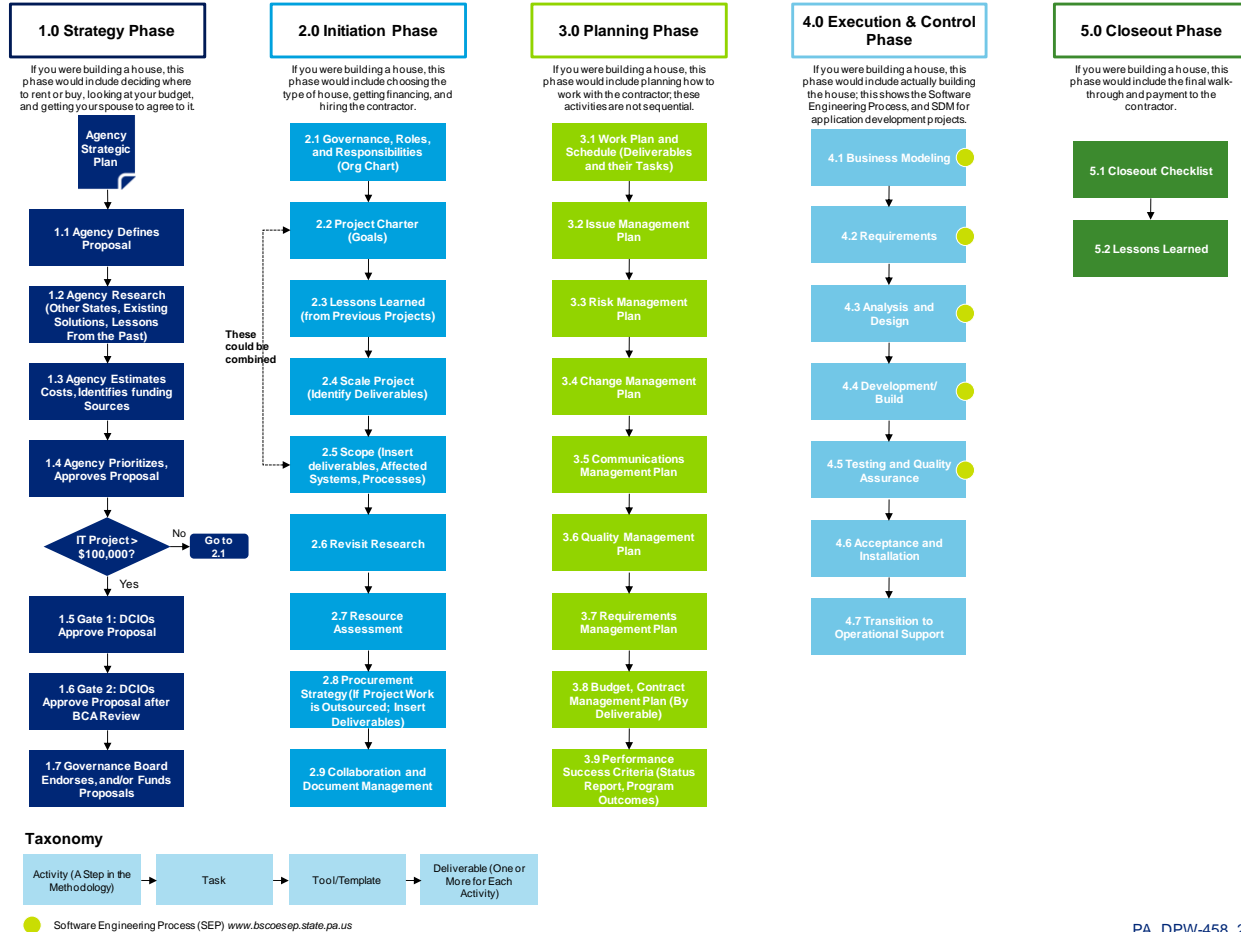
DPW's EPMM methodology for project management is consistent with PMI PMBOK and CMMi mature processes. We infuse rigor and discipline consistently throughout project task groups in the form of structured controls to manage risk, monitor quality, measure performance, and maintain the project schedule. Management controls also provide visibility into our processes, which allows us to apply continuous process improvements.



The EPMM methodology includes each aspect of project management related to software development. It is influenced by the Systems Engineering Process (SEP) developed by the Commonwealth. EPMM includes the phases of the project including strategy, initiation, planning, execution, control, and close out. PMM4 is based on and adheres to the concepts embodied in the Project Management Body of Knowledge (PMBOK), developed by the Project Management Institute (PMI). PMM4 focuses on applying project management principles and leading practices to project delivery. EPMM includes an approach and contains standard project management related tools,

detailed procedures, templates, standard work plans, status reports, and other materials that support the various initiatives of DPW. The following Figure 6.5-21 depicts the methodology, including phases and activities.

### DPW's Enterprise Project Management Methodology for Application Development



PA\_DPW-458\_2

**Figure 6.5-21. DPW EPPM.**

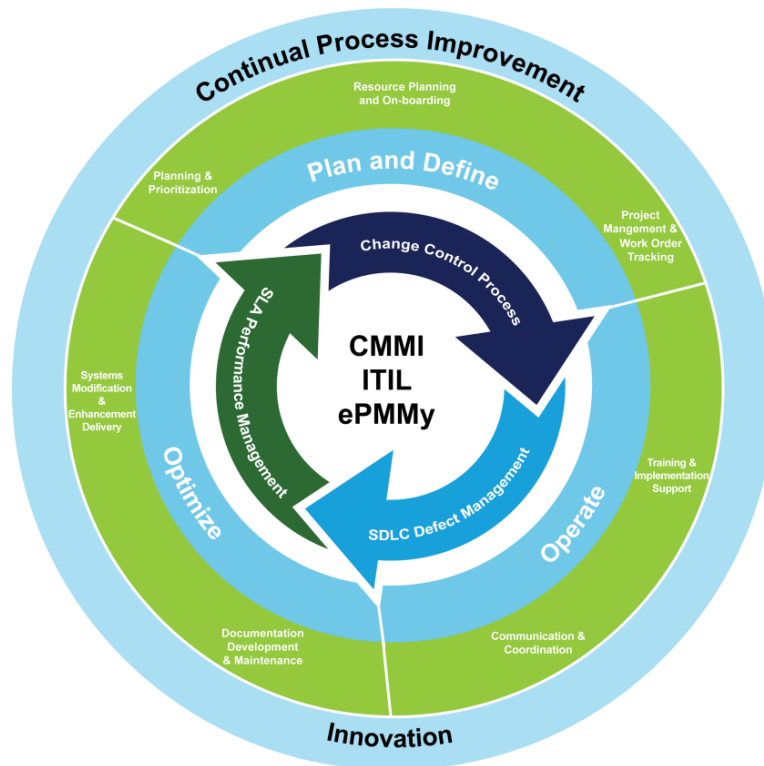
EPPM provides discreet phases which facilitate a higher degree of communication, issue and risk management, staffing, and quality assurance to successfully maintain and operate the DPW mission critical systems.

We provide a more detailed response of the EPMM project management methodology in our narrative response to Methodology, Approach and Experience requirements in *Section 6.2.1, Project Management.*



## Approach

Our approach to application modifications and enhancements uses methodologies described in the prior narrative within an integrated operational framework that includes continuous improvement and supports a multi-vendor, multi-system operating model. As we depict in Figure 6.5-22, we implement modifications and enhancements to DPW's strategic business systems working within and across DPW's program offices using a structured approach.



PA\_DPW-1277

**Figure 6.5-22. Deloitte's Approach to Modifications and Enhancements.**

We use a structured approach to implementing application modifications and enhancements that supports a multi-vendor, multi-system operating model.

We tailor our approach to applying these methodologies including procedures, artifacts and tools to better support this new operating model. Our experience in delivering services in the current operating model ideally positions us to support the new operating model going forward. Additionally, our prior experience supporting the lots allows us to proactively help DPW and other lot vendors minimize the hand-off. In order to understand where DPW is going, the selected Lot 6 offeror must know where you currently are and have been.



We summarize in Figure 6.5-23 our approach to addressing your key modification activities.

Key Modification Activity	Description
<p><b>Planning and Prioritization</b></p>	<p>A critical first step to success will be the identification and prioritization of systems modifications and enhancements that will progress the DPW vision and meet business needs, ultimately improving the delivery of services to citizens of the Commonwealth. We support this process by providing timely and accurate estimations and aligning our priorities with those of DPW.</p>
<p><b>Resource Planning and On-Boarding</b></p>	<p>The delivery of successful modifications and enhancements depends upon qualified resources, with an understanding of both the business and technical environment of DPW. Deloitte brings not only our experience with DPW's business and systems but a wealth of knowledge from practitioners working across our national network of HHS projects.</p>
<p><b>Project Management and Work Order Tracking</b></p>	<p>In an environment where concurrent IT projects may be underway, project management and work order tracking will be essential to keep stakeholders aware of issues, risks, and overall project status. Communicating project plans/milestones, task expectations, sharing progress metrics and establishing processes for corrective action will result in more effective and on time project delivery.</p>
<p><b>Training and Implementation Support</b></p>	<p>Deloitte will work with DPW to provide requested technical training and implementation support. Deloitte brings an experience profile that is built on continued presence in the HHS market and therefore provides a vast array of current project experience with exposure to many leading edge technologies and leading practices.</p>
<p><b>Communication and Coordination</b></p>	<p>The new operating model put forth by DPW will demand continual communication between lot vendors, DPW and project stakeholders to maintain alignment between business requirements and the ultimate solution delivered. Transitions between phases will need to become seamless and the Deloitte will use our experience working across the lots to meet this goal.</p>
<p><b>Documentation Development and Maintenance</b></p>	<p>Creation and maintenance of systems documentation is essential in the systems modification and enhancement delivery process. This will not only provide documentation of the technical solution and architecture, but will be the key to accurate estimations and successful transitions between projects phases, supplementing the handoffs between lot vendors.</p>



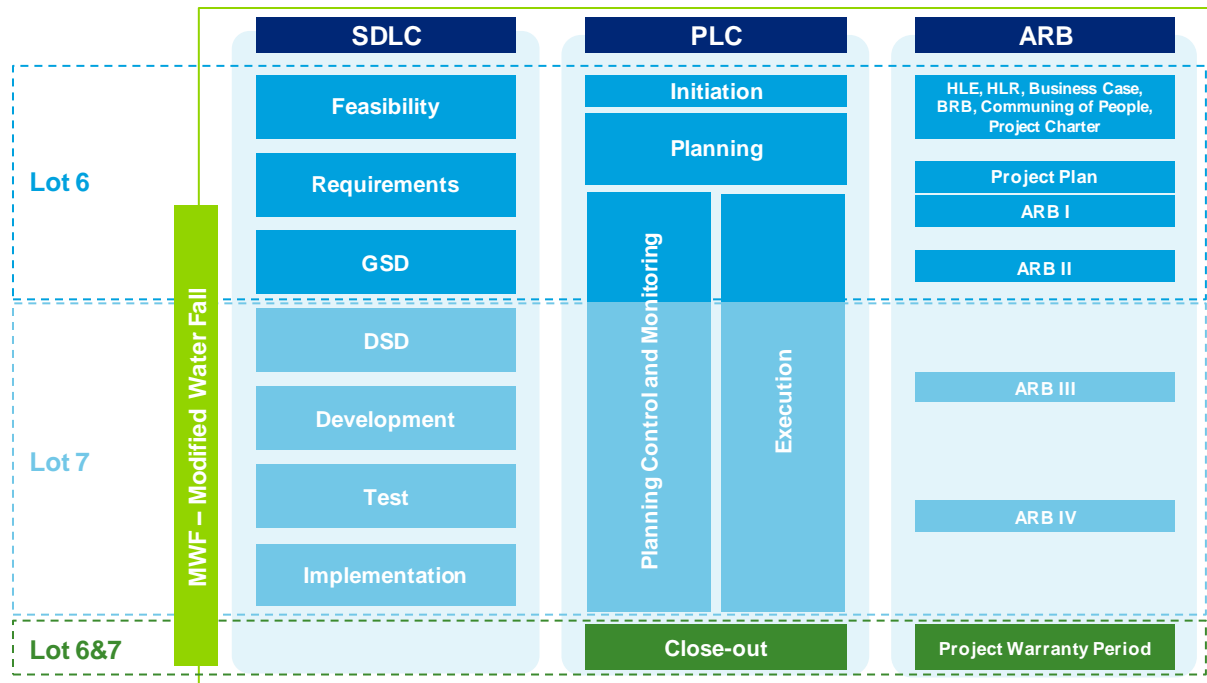
Key Modification Activity	Description
<p><b>Systems Modification and Enhancement Delivery</b></p>	<p>The successful delivery of systems modifications and enhancements will depend upon the coordinated efforts across teams and stakeholders. As the systems architecture vendor, the proposed team will deliver on each of the identified responsibilities, and work collaboratively with other lot vendors to help drive solutions to implementation.</p> <p>Deloitte’s experience delivering services in the current operating model with DPW helps us understand today’s business and technical environment, ideally positioning us to meet these responsibilities in support of the new operating model.</p> <p>The sections outlined below address Deloitte’s understanding and approach towards the individual responsibilities as defined by DPW for the systems architecture vendor.</p>

**Figure 6.5-23. Our Approach to Your Key Modification Activities.**

Figure 6.5-24 shows our understanding of DPW’s Modified Water Fall (MWF) Methodology and highlights the responsibility and interactions between the Lot 6 and Lot 7 Vendors. The MWF uses the combination of the System Development Life Cycle (SDLC), Project Life Cycle (PLC) and the Architecture Review Board (ARB) Process for successful development and delivery of the modification. As the Lot 6 offeror, the Deloitte Team will be responsible, for Feasibility, System Requirements, and General System Design. Based on the lot structure, we understand that the Lot 6 offeror has many coordination and touch points with the other vendors and are ready the help DPW make this a success.

**Have you heard?** 

We have collaborated with the Commonwealth using our proposed SDLC methodology to successfully complete 203 modification projects since 2006 and another 49 are currently in progress.



PA\_DPW-1364

**Figure 6.5-24. Operating Model.**

Our incomparable experience with working on the DPW's MWF methodology over the last decade places us in the position to deliver timely and high quality custom software development modifications.

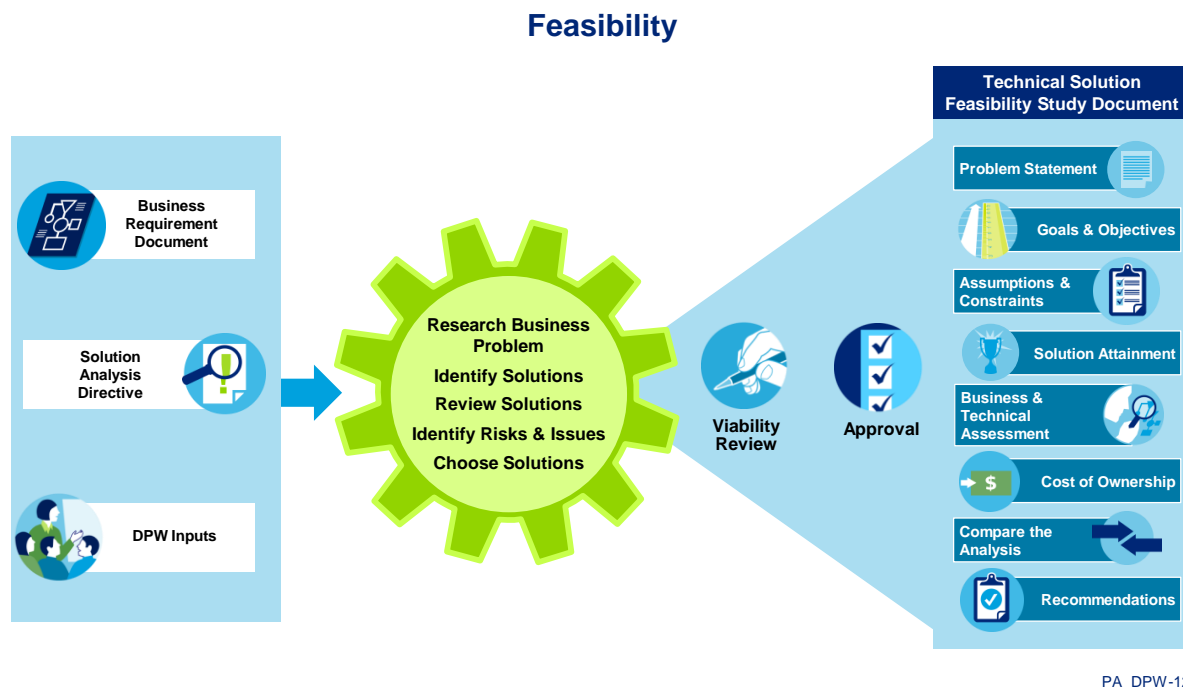
Deloitte is committed to the success of the new DPW operating model. The following paragraphs describe our application of the aforementioned methodologies; the Lot 6 offeror's responsibilities are Feasibility, System Requirements, and General System Design.

## Feasibility

The Project Feasibility study involves documenting each of the potential solutions to a particular business problem or opportunity as identified by the approved statement of the user requirements in the business requirements document and the solution analysis directive if one is available. We understand that feasibility studies are a critical part of the Project Life Cycle.

The purpose of a Feasibility Study is to identify the likelihood of one or more solutions meeting the stated business requirements. In other words, if you are unsure whether your solution will deliver the outcome you want, then a Project Feasibility Study helps gain that clarity. During the Feasibility Study, a variety of 'assessment' methods are undertaken. The outcome of the Feasibility Study is a confirmed solution for implementation documented in the Technical Solution Feasibility Study document.

The Figure 6.5-25 illustrates the inputs to this phase, the high level activities that are performed during this phase and the outputs of this phase.



**Figure 6.5-25. Feasibility.**

In Feasibility phase we take the business requirements, solution analysis directive and any of your other inputs apply a sound process, and develop a Technical Solution Feasibility Study document.

### Inputs

Inputs include the:

- Business Requirements Document
- Solution Analysis Directive (if applicable)
- DPW inputs

## High Level Activities

The high-level activities for the Feasibility Phase consist of:

Key Activities	Description
Research the business problem or opportunity	Within this activity Deloitte along with the DPW representatives reviews and validates the problem or opportunity as stated in the Business Requirement Document (BRD) submitted by the Lot #1-5 Offeror.
Confirm the business requirements for a solution	Based on the review process any deviation from the BRD is documented. During this activity the goals and objectives for the modification initiative are also identified.
Identify the alternative solutions available	We understand that there are usually several solutions to achieve a goal or solve a problem. We identify the alternative solutions available – this includes any COTS products.
Review each solution to determine its feasibility	We undertake broad Business and Technical assessments of the solution alternatives identified and then determine its feasibility.
List any risks and issues with each solution	We list risks and issues with each solution identified during the Business and Technical assessments.
Choose a preferred solution for implementation	Based on the cost benefit analysis and comparative analysis Deloitte, in conjunction with BIS, chooses an effective solution for implementation. Deloitte describes the recommended solution in detail.
Document the results in a feasibility report	The results are documented in the Technical Solution Feasibility Study document with components like the Executive Summary, Problem Statement, Goals and Objectives, Assumptions and Constraints, Solution Alternatives, Comparative Analysis, and Feasibility Options.

Figure 6.5-26. High-Level Activities for the Feasibility Phase.

## Outputs

The output of this phase is the Technical Solution Feasibility Study Document.

The components of the Technical Solution Feasibility Study Document at the least include the following components in addition to other reference and supporting documents:

- **Executive Summary.** Describe the business problem this project is expected to solve. Briefly describe the project, including external behavior of the application or subsystem identified, business process changes and the functional and nonfunctional requirements. Specify the purpose and the audience of this document. The audience is usually the stakeholders who sign the document
- **Purpose and Problem Statement.** Include information uncovered during the current state assessment and the external research activities. The current state assessment consists of a review of all or part of these elements, depending on the nature and scope of the study:

- **Strategy.** Review the business vision, strategy, goals and measures.
- **Business Area.** Describe the mission of each line of business or business unit that is a stakeholder for the area under study, and collect relevant organizational charts.
- **Locations.** Document the physical location of each impacted business unit.
- **Data and Information.** Identify the major types of business information required. List the repositories which retain the information listed.
- **Infrastructure.** List each of the current business technologies impacted by the initiative.
- **Processes.** List and provide a description of each of the current business processes relevant to this project.
- **Operational Landscape.** Describe the current business environment within which the business operates, including:
  - Market analysis, other states, products and services available
  - Emerging markets and technologies
  - Regulatory or legislative changes
- **Goals and Objectives.** In consultation with the Department, Deloitte defines broad goals that give you a future target or list of things that can be worked upon. Objectives defined are specific, measurable, action-oriented, realistic, and timely—to accomplish the goals set by the Department.
- **Assumptions and Constraints.** Assumptions and constraints are described during the study process to close gaps in information. It is important to note that if the assumption does not prove to be true, it may pose a risk to the success of the option under consideration.
- **Solution Alternatives.** Various options are identified for achieving the goals and objectives listed during this phase.
- **Business and Technical Assessments.** Deloitte undertakes the assessment to measure both the *business transition complexity* and the *technical complexity* of the work request with respect to the various solutions identified. The Business and Technical Assessment is used to assist in the development of a clear understanding of the proposed project costs, duration, and full-time equivalencies (FTEs) with limited detailed information.
- **CBA and Total Cost of Ownership.** Deloitte conducts a Cost Benefit Analysis comparing the solution alternatives by their true costs over the life of the solution. We understand that the initial purchase or implementation cost is only part of the true cost of owning and operating a solution. A myriad of other factors come into play including the cost of operations, cost of maintenance, useful life span, and training costs. Total Cost of Ownership (TCO) is determined by adding the costs associated with a given solution over its expected useful life.





- **Comparative Analysis.** Each solution alternative is assessed based on a ranking criteria and assign scores. This describes the Ranking criteria and the Ranking scores.
- **Feasibility Options.** We describe the feasibility options, including any additional rationale that supports the development of those options.

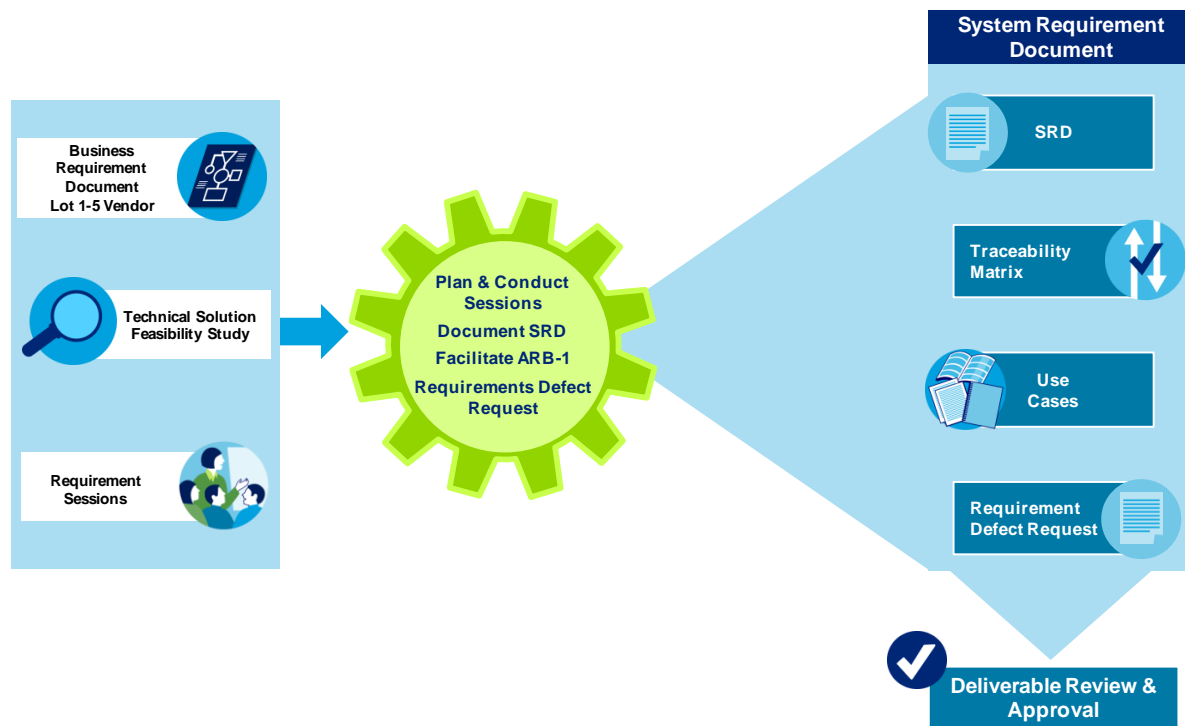
## **System Requirements**

Based on the priorities set by the Department, Deloitte works towards organizing the modification system requirements into logical groupings and coordinates with the DPW Project Manager to hold any system requirements, or validation sessions that may be required. The number of system requirements sessions depend on the complexity of the functional changes of the modification. Over the past several years, we have worked with the Department to gather requirements for many large-scale and complex projects.

In these system requirements sessions, stakeholders including the Lots 1-5 vendors who are responsible for the business requirements are present so that system requirements can be finalized with input from the appropriate stakeholders. Deloitte facilitates the system requirements sessions and relies heavily on the in-depth HHS knowledge within the team to bring perspective, to ask the right questions, and to document the business needs so that the GSD and DSD phases proceed smoothly. Due to the HHS policy and program backgrounds of our proposed Lot 6 staff, we are able to ask the appropriate questions during system requirements that will lead to well formed, well thought out requirements. This minimizes the amount of change and rework that needs to occur in the systems requirements phase as well as downstream phases.

The Figure 6.5-27 illustrates the inputs to this phase, the high level activities that are performed during this phase and the outputs of this phase.

## System Requirements



PA\_DPW-1288\_3

**Figure 6.5-27. System Requirements.**

In the System Requirements phase we take the business requirements, feasibility study results and inputs from the Business Requirement sessions and apply a sound process result in a detailed System Requirements document.

### Inputs

Inputs include the:

- Business Requirements Document
- Technical Solution Feasibility Study Document
- Requirement Sessions

### High Level Activities

The high-level activities for the Requirements Phase consist of:

Key Activities	Description
Plan and Conduct System Requirements Sessions	Within this activity, Deloitte along with the DPW representatives, review and validate the problem or opportunity as stated in the Business Requirement Document (BRD) submitted by the Lot #1-5 Offeror.
Document the System Requirements Document	Based on the review process, any deviation from the BRD is documented. During this activity the goals and objectives for the modification initiative are also identified.

Key Activities	Description
Facilitate ARB-1 (Business Review Board)	<p>During this activity Deloitte presents the known and expected functional and non-functional requirements to the Department. This is an opportunity for stakeholders to understand the business imperatives driving the initiative and to make early assessments of technical impacts that might stem from the modification initiative.</p> <p>The main elements of an ARB 1 presentation are:</p> <ul style="list-style-type: none"> <li>• Background</li> <li>• Scope</li> <li>• Functional Requirements</li> <li>• Visual Process and/or Architecture Overview of Major Processes</li> <li>• Known Reporting, Batch, or Security Implications</li> <li>• Other Important Non-Functional Requirements</li> <li>• Timeline</li> </ul>
Document the Requirements Defect Report	Working with the Lot # 1-5 Offeror and on the basis of the initial statement of the user requirements, Deloitte documents the Requirements Defect report.

Figure 6.5-28. High-Level Activities for the System Requirements Phase.

## Outputs

The output of this phase is the System Requirements Document (SRD) deliverable. The deliverable components of the SRD include the following components in addition to any other reference and supporting documents:

- **SRD.** This document defines the business problems identified during the requirements gathering phase of the modification initiative and the associated system enhancements proposed to resolve the identified business problems.
- **Traceability Matrix.** This document is a list that includes the functional and non-functional requirements gathered during this phase of the initiative through the requirement sessions and identifies each requirement as In Scope or Out of Scope.
- **Use Cases.** This document outlines the business processes impacted by the modification initiative and specifies how the user interfaces with the system or any other external systems during those business processes.
- **Requirements Defect Report.** Working with stakeholders and lot vendors, Deloitte documents any defects compared to the initial approved user requirements as laid out in the Business Requirements Document.

## **General System Design**

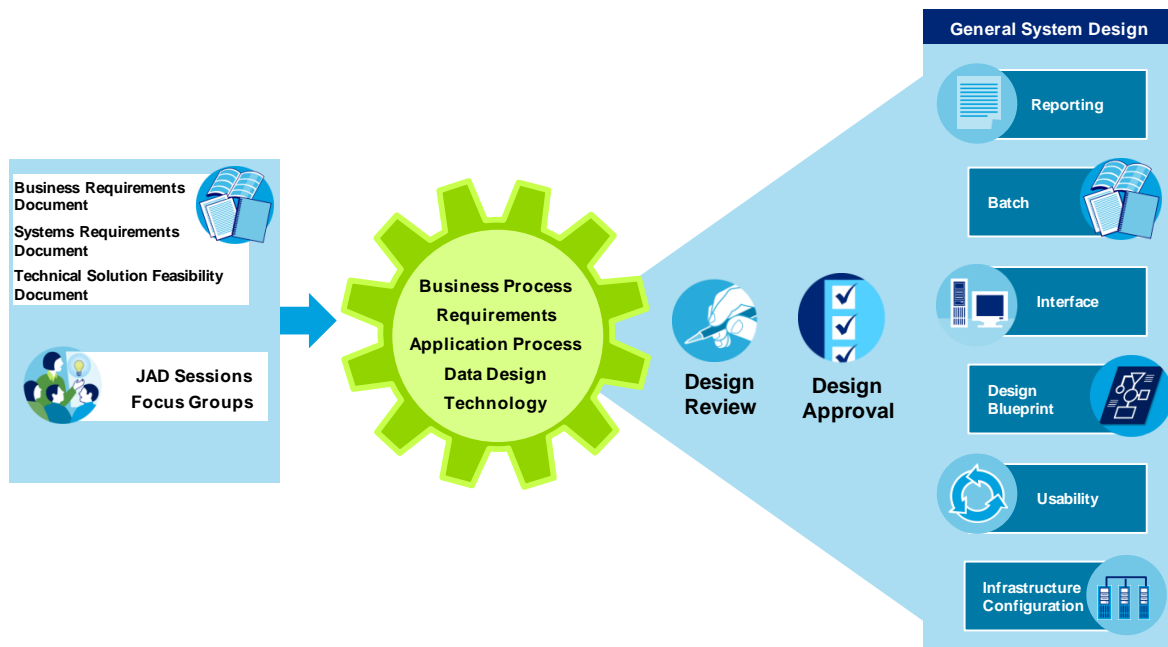
Strong design is the base for implementation success. Through our time working in various HHS engagements, our team has focused on creating sound designs and we feel that our success in implementing successful solutions speaks to that fact. This vast experience has helped Deloitte in building a repository of business and technical services in the HHS space. We fully intend to take advantage of that in achieving the goals and objectives of the modification initiatives prioritized by the Department.

The documentation produced in the System Requirements phase serves as the input to the GSD phase. Based on the nature of the requirements for a given initiative, we update the project GSD documents impacted by the release, and create new documentation where needed. It is important that designs created for application modifications consider existing application code, architecture, and technology and Deloitte is the vendor in the position to provide that knowledge and minimize risk to the Department.

In order to complete the GSD, we facilitate joint application design (JAD) sessions. The number of JAD sessions held depends upon the complexity of the modifications release. The JAD sessions may be broken out by stakeholder group. For example, there may be separate JAD sessions for online functionality, interfaces, batch, and conversion. We work with the Department and associated stakeholders to maximize the reuse of the existing infrastructure when completing this phase.

Figure 6.5-29 shows how the Business Requirements, JAD Sessions and System Requirements lead to the final General System Design. The documents that are typically updated or created during the GSD phase (when applicable) are the logical data model, the Use Cases, Screen Shot Details, Activity Diagrams, Capacity Plan, Conversion Plan, Traceability Matrix, etc. Once the documentation updates are completed, the GSD is submitted to the Department for review and approval. Timely review and approval is critical to the success of the application modifications release.

## General System Design



PA\_DPW-1289\_2

**Figure 6.5-29. General System Design.**

In GSD we take the requirements, apply a sound design process, and develop high-level design documents.

### Inputs

Inputs include the:

- Systems Requirements Document (SRD)
- Joint Application Design (JAD) Sessions

### High Level Activities

The high-level activities for the General System Design Phase consist of:

Key Activities	Description
Plan and Conduct JAD Sessions	Within this activity Deloitte along with the DPW representatives conducts a series of Joint Application Design (JAD) sessions involving relevant stakeholders for the modification initiative.
Develop the GSD Summary Document	Expanding on the System Requirements Document the GSD document is the consolidated summary of initial design recommended for the modification initiative.
Update Use Cases	Use Case document depicting the business processes impacted by the modification initiative are updated to provide alternate paths in addition to the basic path.



Key Activities	Description
Develop and Review Logical Data Model	Based on the understanding gained during the JAD Sessions Deloitte develops the Logical Data Model for the in-scope systems. The LDM is presented to the DPW DBAs along with the business requirements for review and approval.
Develop the Screen Shot Details	Based on the requirements and the JAD sessions, Deloitte develops screen mockups for new screens or updates to existing screens. The Screen Shot Details document identifies the data elements on each screen and defines data type and length.
Develop Activity Diagrams or Business Logic Diagrams	During this phase the team develops Activity diagrams, which are graphical representations of workflows of stepwise activities and actions pertaining to the modification initiative. Using Unified Modeling Language (UML), activity diagrams are used to describe the business and operational step-by-step workflows of components in a system. The activity diagrams show the overall flow of control.
Document Initial Capacity Plan	Deloitte documents the initial estimate for the changes to the base capacity of the underlying database infrastructure for the in-scope systems impacted by the modification initiative.
Create Conversion or Data Population Plan	Deloitte creates the Data Conversion Plan that describes the overall roles, approach, tools, and processes required to seamless migration of data from the source system to the target system.
Document Key Considerations	Deloitte highlights key decision areas of the modification initiative's General System Design that were discussed and agreed upon with concerned stakeholders during design meetings.
Update Traceability Matrix	Based on the JAD sessions the requirements traceability matrix is expanded to map the requirements to the Uses Cases and the Screen mockups defined in the Screen shot detail document.
Update Work Plan	Deloitte updates the Work Plan on a periodic basis throughout the SDLC phases. An expanded work schedule plan is submitted for the DSD phase if applicable.

Key Activities	Description
Facilitate ARB-2	<p>During this activity Deloitte facilitates the session using the ARB2 presentation deck, the ARB checklist with the ARB 2 column filled in, an up-to-date ALM dashboard that reflects any changes by virtue of the release in question, and production and non-production capacity plans. For the presentation, the following elements can be expected based on the scope of the modification initiative:</p> <ul style="list-style-type: none"> <li>• Background</li> <li>• Initiative Overview</li> <li>• Business Process Overview</li> <li>• Architectural Details</li> <li>• Services</li> <li>• Interfaces</li> <li>• Conversion</li> <li>• Batch</li> <li>• Archive/Purge</li> <li>• Disaster Recovery</li> <li>• Security</li> <li>• Testing and Validation</li> <li>• Capacity Highlights</li> <li>• Next Steps</li> <li>• Implementation Timelines</li> </ul>

Figure 6.5-30. High-Level Activities for the General System Design Phase.

## Outputs

The output of this phase is the General System Design (GSD) deliverable. The deliverable components of the GSD include the following components in addition to any other reference and supporting documents:

- **GSD.** This document defines the associated system enhancements proposed to resolve the identified business problems and provides a high level overview of the General System Design for the modification initiative.
- **Use Cases.** This document outlines the business processes impacted by the modification initiative and specifies how the user interfaces with the system or any other external systems during those business processes. During the General System design phase alternate paths are detailed along with the basic straight path.
- **Logical Data Model.** This document provides a graphical representation of business requirements. It depicts any new logical database entities and any existing database entities being modified within the underlying in-scope systems and is a bridge to the Physical Data Model (PDM).
- **Screen Shot Details.** This document contains screen shots of the proposed modifications to the user interface as well as descriptions of the fields contained on those screens.



- **Business Logic Diagrams (Mainframe) or Activity Diagrams (Open Systems).** This document provides a graphical flow of the modification initiatives processes and functionality. For Mainframe systems Business Logic Diagrams are created while for Open Systems Activity Diagrams are created.
- **Initial Capacity Plan.** Deloitte reports in on the initial capacity initiatives estimate changes because of the modification initiative. The capacity reporting is based on a review of the Critical Business Process. This review focuses on key business drivers, workload, and workload characterization (transactions, batch jobs). The capacity report should be based on changes or additions to the base as well as any anticipated environmental change. This applies equally to transactional application, business intelligence, enterprise service, and COTS products.
- **Initial Conversion or Data Population Plan.** This document outlines the conversion efforts that are necessary to implement the enhancements included in the modification initiative, as outlined in the GSD document. The conversion plan consists of an overview, approach, and the timelines.
- **Initial Key Considerations.** This document highlights areas of the modification initiative's General System Design that were discussed and agreed upon with concerned stakeholders during design meetings as well as any other items that needed to be highlighted from the GSD documentation itself. The items have been broken down into categories based on the Department's IRM Domain structure.
- **Updated Traceability Matrix.** The requirements traceability matrix is updated to map the individual requirements to the appropriate Use Cases and Screens in the Screen Shot Details document.
- **Work Plan.** The proposed work schedule for the Detailed Systems Design phase of the initiative is outlined in the updates to the Work Plan document.

## **Completion**

After each phase during the SDLC, the proposed team will submit the completion details and the Variance Summary that will list the details of the estimated versus actual hours for the phase concerned. At the end of the last phase within Lot #6 a Final Completion Letter Package will be submitted which includes the following ems:

- Submission History
- Financial Summary
- Lessons Learned
- Defect Summary
- Business Outcomes
- Section and Final Completion Variance Summaries







## Experience and Examples



The methodologies, frameworks, lessons learned, and leading practices that the Deloitte Systems Architecture Modification team employs for DPW is the product of our experience successfully delivering solutions for clients across Public Sector, health and human services, and specifically the Pennsylvania Department of Public Welfare. Our practitioners who comprise this team have drawn - and will continue to draw - from this knowledge base, both from across the firm and from their own personal experience working with these clients and with you. Our team continues to be composed of resources you already know and trust to deliver successful solutions for DPW and will be supplemented as needed with new staff having the skills and experience to bring additional value to the team, especially in the form of fresh ideas, innovations, and leading practices they have successfully delivered previously. The Department will receive tried, true, and tested results that have already proven successful for other clients in the HHS marketplace, including other Commonwealth clients and at DPW itself.

With HHS eligibility and self-service implementations in 13 states along with additional Health and Human Services work in 25 states, we have not only the Deloitte network, but also our current client network to leverage experience from. We capture our innovations and “best in breed” solutions from our HHS implementations nationwide, including ones in Integrated Eligibility, Child Care, and Child Welfare, and consistently look for opportunities to integrate these innovations into the application modifications we deliver to DPW. This exposes these solutions to a wider set of Deloitte practitioners and end users who identify valuable enhancement and innovations that we can then bring back to the originating DPW applications.

In Figure 6.5-31 below, we have included selected experience and examples where we have delivered feasibility, system requirements, and general system design services for application modifications:

Deloitte Experience Footprint	Deloitte Brings Key HHS business knowledge for these programs	Deloitte Role in Providing Services Similar to DPW Requirements
<p><b>Commonwealth of Pennsylvania</b></p> 	<p><b>DPW Strategic Business Systems</b></p> <p>Cash (General Relief and TANF)</p> <p>Medical Assistance</p> <p>Child Care</p> <p>Food Stamps (SNAP)</p> <p>School Lunch</p> <p>LIHEAP/Fuel Assistance</p> <p>Long Term Care/HCBS Services</p> <p>Employment and Training</p>	<p>Deloitte provided Application Modification Services for DPW Strategic Business Systems, including iCIS, HCSIS, PELICAN, PACSES, and CAPS. In the last 5 years, we have responded to HLE requests from DPW and submitted work orders involving Feasibility Study, System Requirements and/or General System Design. In completing this work, Deloitte leveraged the DPW SDM Methodology to implement these modifications requests. Based on approved business requirements, we developed Systems Requirements documents and General System Requirements.</p> <p>Deloitte has been successful in collaborating with DPW to establish a project organization with CMMi Level 3 mature processes and continuous improvement framework.</p>
<p><b>State of Colorado</b></p> 	<p><b>Colorado Child Care Automated Tracking Systems (CHATS)</b></p> <p>Child Care</p>	<p>The Child Care Automated Tracking System (CHATS), adopted from the Pennsylvania PELICAN system, is a fully-integrated Web-based system that automates the core business functions that support the Colorado Department of Human Services in administering subsidized child care for TANF, Child Welfare, and Low Income programs. The CHATS system includes real-time attendance tracking using Point-of-Service (POS) devices, case management, eligibility determination/benefits calculation, provider management, correspondence, security, county hearings and intentional program violation (IPV) administration, and financial management - including automated payments through the use of POS devices.</p> <p>CHATS successfully launched in June 2010; it is currently being piloted in 5 of 64 Colorado Counties and will eventually be implemented throughout the rest of the State. The project began in May 2009 and enhanced the PELICAN system deployed in Pennsylvania as a replacement to Colorado's aging mainframe system. This project had a very aggressive time frame and used Point of Sale (POS) remote data capture devices to track attendance. Notably, CHATS is the first project delivered out of the Public Sector Delivery Center located in Camp Hill, PA.</p>

Deloitte Experience Footprint	Deloitte Brings Key HHS business knowledge for these programs	Deloitte Role in Providing Services Similar to DPW Requirements
<p><b>District of Columbia</b></p> 	<p><b>DC FACES Structured Decision Making (SDM)</b> Child Welfare</p>	<p>In April 2009, Deloitte assisted the District of Columbia with implementing the Structured Decision Making® tools (SDM) developed by the Children Research Center (CRC). These tools were integrated into the FACES.NET application which enables District workers to provide the highest quality of child welfare services for the children of the district and to serve them away from their offices. The SDM tools allow the District to better identify the warning signs that signal risk of harm to children; and as a result improve child safety and permanency for children in foster care, as well as promote the well-being of the children and families being served.</p> <p>Deloitte implemented the SDM modification that incorporates a set of assessment tools and decision guidelines designed to provide a higher level of consistency in the assessment and decision-making process for social workers as they strive to protect children from abuse and neglect. These tools are based on research conducted on actuarial data from thousands of cases across many jurisdictions. These assessment tools guide the case workers in arriving at fact based decisions to realize the holistic goal of any child welfare agency – achieving the most suitable permanency outcome for each child under its care and reducing the risk of recurring maltreatment.</p>
<p><b>State of Florida</b></p> 	<p><b>Access Management System (AMS) Workload Management</b> Cash (TANF) Food Stamps (SNAP) Medical Assistance Foster Care Child Care</p>	<p>Deloitte assisted the Florida Department of Children and Families (DCF) with the development and implementation of their ACCESS Management System (AMS), which is an inclusive web portal that supports work management functions. With 95 percent of Florida’s applications submitted via their online self service application, AMS handles the automated routing for client applications, requests for redeterminations, requests for additional benefits, and reported changes into inboxes of administrative units that are responsible for the processing them. As part of this implementation, Deloitte completed the following modifications to AMS by implementing key features. Examples of these features include: automated routing, “get next” feature to retrieve tasks from the queue, and work assignment using “round robin” method.</p> <p>We have also worked with the Commonwealth of Pennsylvania to implement a similar workload dashboard solution that consolidates a worker’s view of their tasks and provides the ability for them to drill down and get additional information related to the task they need to complete.</p>

Deloitte Experience Footprint	Deloitte Brings Key HHS business knowledge for these programs	Deloitte Role in Providing Services Similar to DPW Requirements
<p><b>State of Michigan</b></p> 	<p><b>Michigan BRIDGES</b></p> <ul style="list-style-type: none"> <li>Cash (TANF)</li> <li>Food Stamps (SNAP)</li> <li>Medicaid</li> <li>Child Care</li> <li>Emergency Assistance</li> <li>LIHEAP</li> </ul>	<p>Deloitte provided implementation services to the Michigan Department of Human Services (DHS) to assist them with system development, integration and implementation services for their BRIDGES project. The goal of the Michigan BRIDGES project is to provide a statewide, single and integrated service delivery system for eligibility and benefit determination of Michigan’s cash assistance, medical assistance, food assistance and child care assistance programs.</p> <p>Through the implementation of this solution, Deloitte has implemented numerous application modifications. These include: User Interface (enables DHS to incorporate multiple easy-to-use features within the user interface), IVR (allows DHS to provides a bilingual IVR System that allows recipients to review their benefits, appointments, worker contact information by calling a toll-free number), Model Office (transfers the way the State of Michigan operates, including moving from a case ownership processing to task based processing and office ownership), and Automating Case Information (develops an automated interface to establish new born Medicaid based on Vital Statistics information, which will reduce worker data entry).</p>
<p><b>State of New Hampshire</b></p> 	<p><b>New Hampshire New HEIGHTS</b></p> <ul style="list-style-type: none"> <li>Cash (TANF)</li> <li>Food Stamps (SNAP)</li> <li>Medical Assistance</li> <li>Emergency Assistance</li> <li>Child Care</li> <li>Adoption Subsidy</li> <li>Foster Care</li> <li>Employment and Training</li> <li>S-CHIP</li> </ul>	<p>New HEIGHTS is New Hampshire’s statewide system for administering public assistance programs and is similar in functionality to DPW’s iCIS suite of systems. Deloitte has collaborated with the Division of Family Assistance (DFA) since development on New HEIGHTS began in 1995.</p> <p>Ongoing enhancements to New HEIGHTS have consistently enabled New Hampshire to manage expanding caseloads while simultaneously improving customer service. New HEIGHTS includes: Integrated eligibility for over 105 benefit programs (similar to CIS), Document imaging and workflow management (similar to eCIS scanning and imaging solution), Web-based self service ( similar to COMPASS), Data warehouse for metrics and reporting ( similar to the Enterprise Data Warehouse),and TANF work programs.</p>


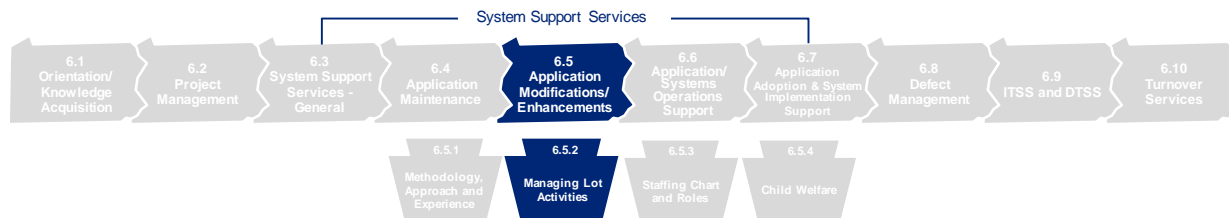
Deloitte Experience Footprint	Deloitte Brings Key HHS business knowledge for these programs	Deloitte Role in Providing Services Similar to DPW Requirements
<p><b>State of Texas</b></p> 	<p><b>Texas Integrated Eligibility Redesign System (TIERS)</b> Cash (TANF) Medical Assistance Community Care for Aged and Disabled Food Stamps (SNAP)</p>	<p>Deloitte currently provides Application Modification services to the Health and Human Services Commission (HHSC) in Texas. Since 2007, Deloitte has implemented over 220 Modifications. In the past two years alone, Deloitte has responded to over 100 High Level Estimate Requests submitted by HHSC.</p> <p>Deloitte conducted Business requirements meetings with HHSC stakeholders to develop Business Requirements and design documents, known as their Change Request Design documents. Deloitte leveraged the use of HHSC's PPM (Project and Portfolio Management) to monitor and track the progress of work orders.</p>

Figure 6.5-31. Relevant Experience Demonstrating Success with Application Modifications.

## 6.5.2 Managing Lot Activities



PA\_DPW-205b\_5

II

Page  
II-2

RFP Reference: II-3. Work Plan

Provide a description of the Offeror's plan and approach for managing the Lot's Required Activities and Tasks.

Deloitte understands that beyond having established methodologies and approach to follow, the Lot 6 offeror must have established and proven tools and processes to effectively manage the required lot activities. In the sections below, we have clearly documented how Deloitte, as a Lot 6 offeror, manages the required activities and tasks outlined by the Commonwealth. To illustrate our experience and qualifications, we outline tools and controls used to:

- Manage required lot activities outlined in the RFP and evaluate effectiveness
- Track and Monitor work by maintaining work plans and schedules
- Facilitate communication across Lot vendors and DPW
- Measure performance against established baseline and standards
- Measure quality of the work produced
- Proactively identify and manage risks and propose viable solutions to mitigate

Our proposed tools and controls are not only in-line what DPW currently utilizes to manage modification activities but build upon them to improve the processes moving forward.





## Issues, Risks and Proposed Solutions

II

Page  
II-2

RFP Reference: II-3. Work Plan

During this discussion, the Offeror should identify potential issues/risks and proposed solutions.

Deloitte is uniquely positioned to fully comprehend the issues and risks associated with providing System Architecture Services for DPW’s strategic business systems. During our 30 year business relationship, we have jointly established the current methodologies that include the processes, procedures, artifacts, templates and tools to effectively manage DPW projects within a framework of continuous improvement. Further, this relationship provides us with an understanding of DPW’s vision of an integrated human services delivery model that includes multiple vendors and shared services within a service oriented environment.

Based on this understanding, as well as the lessons learned from our national HHS client and project base that includes those of similar size, scope and complexity to DPW, we provide a list of the most critical issues and risks regarding application maintenance and new application enhancements on this new contract. More importantly, we propose solutions that reduce or avoid these issues and risks and have incorporated them into our approach. We provide a full list of issues, risks and proposed solutions in our *Tab 4, Section 4.3, Issues and Risks* narrative response.

Issue/Risk	Deloitte’s Mitigation Strategies as Lot 6 offeror
<p><b>Ability to Respond to Production Issues</b></p> <ul style="list-style-type: none"> <li>The complexities and interdependence of DPW systems make issues and the impacts intricate and there exists significant potential to develop downstream affects.</li> </ul>	<ul style="list-style-type: none"> <li>The proposed team has the collective experience from 10 plus years working with DPW and is available upon DPW prioritization to assess the impacts and suggest fix approaches to production issues that may arise.</li> <li>Since we understand the complexities and interdependencies between these systems, especially since the Department is moving towards more SOA based applications, we can also help in the technology strategy and impacts of these large initiatives.</li> </ul>
<p><b>Increased level of effort for maintenance and modifications efforts</b></p> <ul style="list-style-type: none"> <li>Significant resources will be required to first learn the application and what it does before it can be repaired. Testing will take significantly longer as a new resource has to determine how to regression test the system to make sure the system is not impaired.</li> </ul>	<ul style="list-style-type: none"> <li>Deloitte has worked closely with DPW to establish estimation procedures that have provided transparency to DPW and incrementally built trust. We will continue to build on these efforts, and provide estimation for tasks that are specific to the SDM phases for Lot 6 services.</li> </ul>



Issue/Risk	Deloitte's Mitigation Strategies as Lot 6 offeror
<p><b>Meeting Critical Milestones Directly Before and After Transition</b></p> <ul style="list-style-type: none"><li>• There are certain program requirements for DPW that must occur timely and at specific points during the year (e.g. COLA mass change, LIHEAP, etc).</li></ul>	<ul style="list-style-type: none"><li>• We have been side by side with you through many business cycles of these activities and fully understand the critical timelines associated with meeting these milestones. With Deloitte, you can feel confident that these deadlines are understood and will continue be proactively planned for so you can provide the needed services to your constituency.</li><li>• By choosing Deloitte for Lot 6, time can be spent on providing the solution approaches and design that are ready for the Lot 7 vendor, rather than attempting to understand the problem and then constructing a solution.</li></ul>
<p><b>Lack of Understanding of the Enterprise Applications</b></p> <ul style="list-style-type: none"><li>• At the critical juncture of maturity of the DPW SOA based architecture, a failure in a component due to lack of understanding would have cross program impacts.</li><li>• Also lack of understanding increases the probability of solutions not aligning with the DPW EA.</li></ul>	<ul style="list-style-type: none"><li>• As the DPW environment becomes more reliant on enterprise level services, it is essential that your Lot 6 offeror understands DPW scope and also embraces your desire to create more business focused services at an enterprise level. Deloitte, as your Lot 6 offeror has shown this capability and will bring this enterprise perspective to DPW.</li><li>• For example, each of the core applications within DPW has an "intake" module. The proposed team can help you evolve an enterprise level service that provides that functionality across your enterprise. This kind of service can have a significant return on investment as you save time and effort not having to reinvent the wheel for each of these applications. You fix/change the service one time – and you are done!</li></ul>
<p><b>Breadth and Depth of Technology Resources</b></p> <ul style="list-style-type: none"><li>• The DPW technical environment requires not only profound, but broad technology skills that are not all readily available in the market.</li></ul>	<ul style="list-style-type: none"><li>• Deloitte has proven our ability to bring to the table the technical skill sets required to provide broad technology strategy, feasibility assessments, product (COTS, SaaS and transfer) evaluations, proof of concepts and pilots for your in-scope systems. We will continue to draw from our national Technology practice to provide you with the most current technology skills to keep you in the front of technology changes amongst states.</li><li>• Not only the breadth and depth of the skills that we bring to the table, but the collective number of years we have using them thereby delivering sound relevant experience to DPW.</li></ul>